



# 3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

3-5 Year Strategic Plan Executive Summary:

**Purpose of the Plan:** The U.S. Department of Housing and Urban Development (HUD) has allocated approximately \$500,000 in Community Development Block Grant (CDBG) funds to the City of Avondale for Fiscal year 2010 which begins on July 1, 2010 and extends through June 30, 2011. To be eligible to receive the funds the City of Avondale must complete this 2010 - 2014 Consolidated Plan. The Consolidated Plan identifies the housing and community development needs of low-income and special needs persons and prescribes strategies to address them. HUD requires that local governments involve the public in completing their Consolidated and Annual Action Plans. The Neighborhood and Family Services (NFS) Department held an extensive public participation process to receive input for the Plan. The first public hearing was held on October 22, 2009. The Neighborhood and Family Services Commission reviewed the plan on October 28, 2009 and February 24, 2010. Following these forums a draft Consolidated Plan was made available to the public for a 30-day comment period beginning on March 1, 2010 and ending April 1, 2010. Data gathered from the public participation provided the basis for the goals and strategies outlined herein.

**Geographic Allocation and Priorities:** Avondale is targeting its funds to its low-income neighborhoods of Old Town, Cashion, Las Ligas and Rio Vista. Activities identified as priorities are public services for special needs populations, owner occupied housing rehabilitation, increasing homeownership opportunities, investing in economically challenged low-income neighborhoods and businesses, and street and infrastructure improvements.

**Institutional Structure and Enhancing Coordination:** The City of Avondale Neighborhood and Family Services (NFS) Department coordinates the development of the Plan. The Plan is reviewed by the NFS Commission and input is sought from the general public and a variety of non-profit, business, governmental, professional and citizen organizations. The City of Avondale enhances the coordination between public and private housing, health and social service agencies by maintaining active

involvement in the activities of the local non-profit service providers, local advisory boards and commissions, other government agencies and professional associations especially through planning forums and community events.

**Evaluation of Past Performance:** The City of Avondale became a CDBG Entitlement city and received approval of its first Consolidated Plan in May 2006. During the previous program year the City of Avondale achieved the following: 1) Owner Occupied Housing Rehabilitation – 45 emergency and 6 substantial projects; 2) Homebuyer Assistance – assisted 40 homebuyers; 3) Public Improvements to Infrastructure – completed street reconstruction in low-income neighborhoods; 4) Youth Job Training and Employment Programs – assisted 20 teens with job training, summer jobs and tuition assistance; 5) Assisted 5 businesses in the Old Town Neighborhood with exterior renovation and business plans.

**2010-2014 Consolidated Goals and Objectives:**

The following table on the following page lists the Goals and Objectives in the City of Avondale's 5-Year Consolidated Plan:

2010-2014 Consolidated Plan Goals and Strategies	
Goal 1: Preserve the existing affordable housing stock.	Strategy 1.1: Operate a Single-Family Owner-Occupied Housing Rehabilitation Program to conduct emergency and substantial rehabilitation activities using CDBG, HOME and a variety of other funding sources.
	Strategy 1.2: Operate a weatherization program using Maricopa County funding and a variety of other funding sources.
	Strategy 1.3: Incorporate energy and water efficiency standards in rehabilitation and weatherization programs that reduce utility costs.
	Strategy 1.4: Increase awareness about the availability of programs that preserve and promote affordable housing.
Goal 2: Support new construction and rehabilitation of affordable rental development.	Strategy 2.1: Pursue partnerships with non-profit and for-profit developers to construct and rehabilitate affordable rental housing.
Goal 3: Increase homeownership.	Strategy 3.1: Operate a homebuyer assistance program using HOME and a variety of other funding sources.
	Strategy 3.2: Assist agencies conducting homeownership activities in Avondale.
Goal 4: Affirmatively further fair housing in Avondale.	Strategy 4.1: Implement strategies for removing impediments to Fair Housing identified in the Avondale 2010 Analysis to Impediments to Fair Housing.
	Strategy 4.2: Sponsor Fair Housing educational seminars for city staff and housing industry professionals.
	Strategy 4.3: Maintain a page on the City's website that serves as a public resource for assistance in identifying violations of fair housing laws and information regarding the filing of fair housing complaints
	Strategy 4.4: Assist the elderly and persons with disabilities with accessibility improvements to their residences.
Goal 5: Support organizations that assist the City's special needs population.	Strategy 5.1: Support local and regional agencies that provide shelter, housing and support services to homeless and those close to becoming homeless.
	Strategy 5.2: Operate programs that assist low-income and special needs populations in Avondale.
	Strategy 5.3: Operate programs to provide education, job training and recreational activities for youth.
Goal 6: Improve public infrastructure and economic conditions in low-income, economically-challenged neighborhoods.	Strategy 6.1: Improve streets, sidewalks, lighting, water, sewer and drainage infrastructure in low- to moderate-income Block Groups.
	Strategy 6.2: Construct and rehabilitate community facilities and parks as necessary to meet the educational, recreational and social needs of low income and special needs citizens.
	Strategy 6.3: Assist businesses in low income neighborhoods with improving their buildings and business plans.
	Strategy 6.4: Support new and existing businesses to promote job creation and retention.
Goal 7: Reduce Lead Based Paint Hazards in Residential Dwellings in Avondale.	Strategy 7.1: Adhere to HUD Lead Safe Housing Rule 24 CFR Part 35 in the conduct of rehabilitation and demolition activities
	Strategy 7.2: Provide information to housing recipients as well as the general public about the hazards of lead based paint.

## Strategic Plan

This section represents the Five-Year (FY2010-FY2014) Strategic Plan for the City of Avondale, Arizona. The City of Avondale ("Avondale") receives Community Development Block Grants (CDBG) directly from the U.S. Department of Housing and Urban Development (HUD) and HOME funds through the Maricopa HOME Consortium based on its CDBG formula allocation. Avondale is required to complete a Consolidated Plan, Five-Year Strategic Plan, Analysis of Impediments to Fair Housing Choice (AI) and Annual Action Plan prior to receiving CDBG funds. These documents describe the housing and community development needs of low-income and special needs populations in Avondale and prescribes strategies to address them.

Avondale has elected to use a five-year consolidated planning period. The City's program year start date is July 1; therefore, the City's Consolidated Plan and/or Annual Action Plans are due to HUD no later than May 15 of each program year.

Mission: To develop viable urban communities by providing decent housing, a suitable living environment and economic opportunities principally for low and moderate income persons.

## General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

**Geographic Areas where Assistance will be Directed:** Avondale will direct assistance to low- to moderate-income Block Groups (i.e., where 51 percent or more of households earn less than 80 percent of the HUD-defined area median income). The City has 15 Block Groups that meet these criteria. The Block Groups are:

- Census Tract 612, Block Group 1 (low-mod percentage = 72 percent)
- Census Tract 612, Block Group 2 (low-mod percentage = 62 percent)
- Census Tract 612, Block Group 3 (low-mod percentage = 65 percent)

- Census Tract 612, Block Group 4 (low-mod percentage = 52 percent)
- Census Tract 614, Block Group 1 (low-mod percentage = 75 percent)
- Census Tract 614, Block Group 2 (low-mod percentage = 74 percent)
- Census Tract 614, Block Group 3 (low-mod percentage = 85 percent)
- Census Tract 614, Block Group 4 (low-mod percentage = 83 percent)
- Census Tract 822.01 , Block Group 3 (low-mod percentage = 64 percent)
- Census Tract 822.02, Block Group 1 (low-mod percentage = 62 percent)
- Census Tract 822.02, Block Group 2 (low-mod percentage = 68 percent)

Target neighborhoods that are located in these Block Groups include, but are not limited to, Las Ligas, Old Town Avondale, Rio Vista and Cashion.

A map showing Avondale's low- to moderate-income Census Block Groups and Target Neighborhoods appears in Appendix A. The City's low- to moderate-income Census Block Groups are concentrated south of Interstate 10 from the western to eastern City boundaries.

**Basis for Geographic Allocation of Investment:** CDBG funds will be primarily directed to the low-income Census Tracts listed above in conformance with 24 CFR part 200 provisions requiring at least 70% of funds benefit low and moderate income persons. Funds will be also be made available Citywide for eligible activities that address priority needs outlined in this plan.

**Basis for Assigning Priority:** Assigning relative priority (High, Medium and Low) to each category of need listed in Tables 2A and 2B (Appendix B) is based on analysis of the information and data received during the planning process described in *Managing the Process*.

**Obstacles to meeting needs:** Obstacles to meeting underserved needs are as follows: 1) insufficient funding; 2) high amount (approximately 40%) of substandard housing units within the low to moderate income neighborhoods; 3) target population service needs exceed the collective capacity of non-profit organizations. All three obstacles relate to funding shortages which are products of the job losses directly related to the severe downturn in the housing market.

## **Managing the Process (91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

### 3-5 Year Strategic Plan Managing the Process response:

**Lead agency:** The Avondale Neighborhood and Family Services (NFS) Department is the lead agency responsible for developing the Consolidated Plan (the "Plan") and for administering the CDBG Entitlement Program, HOME Program and NSP Program.

**Significant Aspects of the Process:** The Plan was developed in four stages.

The first stage involved collecting public input and data by the following means: 1) internet (and hard copy paper) needs survey; 2) two public hearings; 3) three public meetings in conjunction with the Neighborhood and Family Services Commission; 4) extensive housing conditions survey of Avondale's low income neighborhoods by the University of Arizona Drachman Institute; 5) Interdepartmental review of city objectives through the General Plan 2030 Technical Advisory Committee; 6) Claritas data; 7) 2000 Census data; and 8) 2000 CHAS data.

The second stage involved analyzing the data to identify community needs and to rank needs in terms of high, medium and low priority.

The third stage in the process involved writing a draft Plan and making it available for public review and comment.

The fourth stage involved incorporating public comment in the draft plan and submitting the Plan to City Council for review and approval.

**Participation in the Process:** Broad participation was obtained in the development of the Plan from the general public, non-profits, advocacy groups and other organizations including housing and social service agencies focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons. A complete list of participating agencies is included at the end of this document.

**Consultation:** Consultation was achieved through the needs survey, public meetings and numerous ongoing city planning processes necessary for the conduct of NFS programs. The Neighborhood and Family Services Department is involved on a continual basis in numerous planning efforts with other City departments, county/state governments, housing/social service providers, businesses and citizens. The planning bodies responsible for these efforts often consist of members that are

recipients of the City's CDBG funding or share in some respect the City's mission to address housing and community development needs for low-income and special needs populations. The products of these planning efforts are: 1) current and accurate identification and prioritization of needs; 2) establishment of objectives; 3) development of policy; 4) and enhanced collaboration for improved service delivery to the community. These planning bodies include the following: The Neighborhood and Family Services Commission; the Social Services Advisory Board; The Maricopa County HOME Consortium; the Arizona Department of Housing Governor's Housing Forum; the Neighborhood Stabilization Program Roundtable, and the City of Avondale General Plan 2030 Technical Advisory Committee.

### **Citizen Participation (91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

### **Citizen Participation Plan**

#### **Encouragement of Citizen Participation and Information to Be Provided**

In order to encourage citizen participation, the following efforts shall be undertaken by Avondale.

- 1) Avondale shall consult with housing authorities in their jurisdiction to elicit participation of the residents of public and assisted housing in plan development and review, which is anticipated to be derived from PHA planning activities stipulated under 24CFR Part 903. Avondale will also consult with low-income residents of targeted revitalization areas in which federal projects are anticipated. Avondale shall make Consolidated Plan information available to local housing authorities on a continuing basis for any public hearings to be held under the HUD Comprehensive Grant Program or Public Housing Agency Plan established pursuant to 24CFR Part 903.
- 2) Avondale shall hold at least two public hearings concerning the Consolidated Plan. The first meeting shall be held during Consolidated Plan formulation and preparation; while the second shall be held once the draft Consolidated Plan

has been completed. One or both of the public meetings to be conducted shall include the following items:

- The amount of CDBG and HOME resources anticipated to be made available on a fiscal year basis, and the eligible range of activities that may be undertaken concerning such federal programs.
  - The amount of CDBG and HOME resources anticipated to benefit income qualified persons on a fiscal year basis.
  - Plans by Avondale to minimize the displacement of persons from the intended uses of CDBG and HOME resources anticipated to be invested during any given fiscal year.
  - Perspectives on priorities and housing and community development needs in Avondale.
  - Other aspects of the Consolidated Plan as applicable.
- 3) On or before April 1st of any given year, Avondale will make available their draft Consolidated Plan, Annual Plan and the previous year's Comprehensive Annual Performance Evaluation Report (CAPER) to selected libraries and other selected locations for the mandatory 30-day public comment period to end no later than the 1st of May of any given year. The public shall be notified of this opportunity for review and comment in newspaper(s) with general circulation within the City of Avondale and shall identify the locations where citizens may review copies of draft Consolidated Plan and relevant Comprehensive Annual Performance Evaluation Report (CAPER).
- 4) In early September of each year Avondale shall make available their draft Comprehensive Annual Performance Evaluation Report (CAPER) for the previous fiscal year to selected libraries and selected other locations for the mandatory 15-day public comment period to end no later than September 30.

### **Access to Records**

Avondale shall provide citizens, public agencies and other interested parties with reasonable and timely access to public records relating to their past use of CDBG and HOME related assistance for the previous five years. This information shall be made available to interested parties in alternate formats as reasonably requested and shall be so noticed.

### **Technical Assistance**

Avondale will provide assistance to very low- and low- income persons and groups representative of them that request such in developing proposals for funding under the CDBG and HOME resources treated in their Consolidated Plan. Such assistance will be provided to interested parties as requested and be noticed as available to the public.

### **Public Hearings**

Public hearings to be conducted by Avondale shall be publicly noticed with a minimum one week lead time before the actual meetings are conducted and be noticed in newspaper(s) with general circulation in the community. All postings shall include relevant information to permit informed citizen comment.



Where appropriate to the local community and where requested in advance, a bilingual staff person or translator shall be present at public hearings to meet the needs of non-English speaking residents. All public hearings to be conducted will be held at times and locations convenient to prospective program beneficiaries, and be conducted with accommodation for persons with disabilities when requested at least three working days in advance. Specific determinations on the issues noted above shall be made by city staff on a case-by-case basis.

### **Comments and Complaints**

Any citizen, organization or group desiring to make a complaint regarding the Consolidated Plan may do so in writing to Avondale staff or verbally during the execution of such public hearings. Any citizen, organization or group may also make their views and/or complaints known verbally or in writing to the City Manager or the City Council. At all times, citizens have the right to submit complaints directly to the Department of Housing and Urban Development as well. Avondale will respond to written complaints, grievances, or comments or to comments made at public hearings within 15 working days from receipt of such. Avondale City Council is the final disposition authority for complaints or grievances.

### **Adoption of Citizen Participation Plan**

The Citizen Participation Plan is a required component of the Consolidated Plan. This Citizen Participation plan is adopted by Avondale along with the Consolidated Plan.

### **Comments Received at Public Hearings**

Prior to transmitting any Consolidated Plan, Annual Action Plan, substantial plan amendment or Consolidated Annual Performance and Evaluation Report, the city shall compile any comments or views of citizens received in writing or orally at public hearings. A summary of these comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to final submissions conveyed to HUD.

### **Criteria and Process for Amendments to Consolidated Plan and Annual Plan**

Should Avondale cause one of the following items to occur, an amendment to their Consolidated Plan or Annual Action Plan would be required:

- a) To make a substantial change in the allocation priorities or methods of distribution delineated in the plan. "Substantial" in this context is defined as:
  - Changes in any method of distribution for HOME and CDBG resources that will alter the manner in which funds are allocated to individual projects or entities identified in the Annual Action Plan by at least 20% of any annual allocation, subject to other program requirements in the CFR as applicable; and/or;

- Changes made to funding priorities in the Consolidated Plan over time when not undertaken through annual submission requirements stipulated by HUD; and/or;
  - Project deletions or changes made in allocation priorities or methods of distribution that have the effect of changing the funding level of individual CDBG projects within an eligible activity identified in its Annual Action Plan by more than 20% of Avondale's annual funding level, subject to other program requirements in the CFR as applicable. Any new eligible activity funded with CDBG and not already identified in the Annual Action Plan, as well as significant changes in the use of CDBG funds from one eligible activity to another, in an amount greater than 20% of the annual CDBG allocation.
- b) To carry out an eligible activity, using funds from any program covered by the Consolidated Plan (including program income), not previously described in the Annual Action Plan.
- c) To substantially change the purpose, scope, location, or beneficiaries of an activity. Changes that are made to projects to be funded in the Consolidated Plan over time when not undertaken through Annual Action Plan submission requirements stipulated by HUD.

Should "substantial" amendments be made to any aspect of the Consolidated Plan after its formal adoption, Avondale will undertake the following: [refer to 91.105(b)(2)(iv) and (b)(6)].

- a) In the instance of Avondale, inform affected units of local government.
- b) Provide reasonable public notice of the proposed amendment(s) in applicable newspaper(s) of general circulation to enable review and comment by the public for at least 30 days. Conduct a public hearing on the subject of the proposed amendment during the 30-day comment period consistent with Sections III through VI noted herein.
- c) Submit such amendment(s) to City Council for approval.
- d) Upon the termination of the 30-day comment period, periodically notify HUD of any amendments executed, citizen comments received and the response(s).

Avondale will minimize the displacement of persons assisted through the use of CDBG and HOME resources.

## **ACQUISITION AND RELOCATION POLICIES**

### **Preface**

This policy is necessary to insure uniform, complete and accurate acquisition and relocation activities, procedures and files. Acquisition may in some cases be undertaken by the subrecipient, but only with the close coordination of Avondale staff and/or consultants.

Avondale, in carrying out its responsibility for CDBG and HOME Program administration, and as the designated "local government agency" responsible for acquisition and relocation associated with CDBG and HOME Program assisted projects will comply with the requirements of the Uniform Acquisition and Relocation Act of 1970 (PL 91-646), as amended.

### **AVONDALE POLICIES ON DISPLACEMENT FOR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) and/or HOME FUNDED ACTIVITIES**

Guideform Residential Antidisplacement and Relocation Assistance Plan under Section 104(d) of the Housing and Community Development Act of 1974, as Amended

Avondale in accordance with Federal Regulations for Displacement, 24 CFR 570.606(b), hereby issues this statement of policy regarding the displacement of persons by CDBG or HOME Program funded activities.

Any entity receiving CDBG or HOME Program funds will replace all occupied and vacant units that will be demolished or converted to a use other than as low/moderate income housing.

All replacement housing will be provided within three years of the commencement of the demolition or rehabilitation relating to conversion. This includes any property obtained through a public undertaking. Before obligating or expending funds that will directly result in such demolition or conversion, the entity will make public and submit to the HUD Field Office the following information in writing.

- A description of the proposed assisted activity;
- The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for low/moderate income dwelling units as a direct result of the assisted activity;
- A time schedule for the commencement and completion of the demolition or conversion;
- The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;
- The source of funding and a time schedule for the provision of replacement dwelling units; and
- The basis for concluding that each replacement dwelling unit will remain a low/moderate income dwelling unit for at least 10 years from the date of initial occupancy (i.e.: Deed of Trust, Deed Restriction, etc.).

The entity will provide relocation assistance, as described in 570.606(b) (2), to each low-to-moderate income household displaced by the demolition of housing or by the conversion of a low-to-moderate income dwelling to another use. Benefits will be provided to relocatees and displacees according to the calculation of benefits derived pursuant to requirements of regulations promulgated under the Uniform Property Acquisition and Relocation Act of 1970, as amended

**Assistance to Aliens:**

An alien who is not lawfully present in the United States is prohibited from receiving assistance under the Uniform Relocation Act, per 49 CFR 24.208, and assisted housing programs. Avondale has specific policies in place to comply with federal and local immigration laws. Circumstances may dictate that determination that an alien is ineligible would result in exceptional and extremely unusual hardship to a spouse, parent, child who is a United States citizen. A final determination on the eligibility of the request will be made by HUD before any assistance is provided.

**Permanent Displacement:**

Displacement is defined as follows: Permanent movement of person(s) or other entities from a dwelling unit or business location resulting from CDBG or HOME funded code inspection, rehabilitation, demolition or acquisition.

In order to minimize displacement and mitigate adverse effects, the policy shall consist of the following steps, in the event displacement is caused by current or future CDBG or HOME Program funded projects:

- Avoid or minimize permanent displacement whenever possible and only take such action when no other viable alternative exists.
- The impact on existing persons and properties will be considered in the development of CDBG and HOME Program funded projects.
- Citizens shall be informed of CDBG or HOME Program project area(s) through information made available as part of the annual proposed and final statements on use of CDBG and HOME Program funds.
- Current regulations, HUD notices and policies will be followed when preparing informational statements and notices.
- Written notification of intent will be given to eligible property owners who may be displaced and/or relocated due to an approved project activity.
- Assist those displaced in locating affordable, safe, decent and comparable replacement housing.
- Ensure that "just compensation" for CDBG or HOME Program acquired property (as determined by appraised fair market value) is paid with relocation benefits, if applicable.
- Provide for reasonable benefits to any person permanently displaced as a result of the use of CDBG funds to acquire or substantially rehabilitate property.

Reasonable benefits will follow established policies set forth in applicable federal, state and local regulations.

- Provision of information about equal opportunity and fair housing laws in order to ensure that the relocation process does not result in different or separate treatment on account of race, color, religion, national origin, sex, or source of income.
- Displaced families will be given a preference through Section 8, Conventional Public Housing or any other federally funded program for which they might qualify. This priority is contingent upon availability of

certificates, voucher or placement coupon by the agency certified to handle assistance in the jurisdiction.

**Temporary Displacement:**

CDBG or HOME Program funded activities may involve temporary displacement. While strict adherence to provisions of the Uniform Relocation Act are not specified, it is the policy of the City of Avondale that all subrecipients shall take steps to mitigate the impact of CDBG or HOME Program funded code inspections, rehabilitation, demolition or acquisition that results only in temporary movement of person(s) from a dwelling unit. Such temporary displacement primarily involves demolition and reconstruction of a single-family owner-occupied home. Accordingly, the citizens involved in a temporary movement shall be fully informed of the below matters and appropriate steps shall be taken to insure that fair and equitable provisions are made to:

- Insure that owners receive compensation for the value of their existing house prior to demolition.
- Receive temporary living accommodations while their CDBG or HOME Program funded unit is being demolished and reconstructed.
- Move and temporarily store household goods and effects during the demolition and reconstruction evolution.
- Reimburse all reasonable out-of-pocket expenses incurred in connection with the temporary relocation, including moving costs and any increased rent and utility costs.

**Performance Reports:**

Avondale prepares the Consolidated Annual Performance Evaluation Report (CAPER) following each program year ending on June 30th. The CAPER describes the performance of Avondale in meeting its Consolidated Plan strategies and details the extent to which the strategies were achieved. The CAPER describes the activities undertaken during the previous program year, the types of funds that were expended, the amount of funds expended per fund type and the number of persons served. Particular detail is provided regarding the income, ethnicity, special needs category and geographic location of the persons served. An announcement of the availability of the CAPER is published in the West Valley View allowing 15 days to receive comments about the CAPER from the public. The CAPER is submitted to HUD, along with any comments received, no later than September 28th. The documents and amendments to the documents are available at the locations listed below.

**Availability to the Public:**

The Consolidated Plan, amendments to the Consolidated Plan, the Annual Action Plan and the CAPER are available at the following locations:

1. Care 1st Avondale Resource & Housing Center, 328 W. Western Avenue, Avondale, 85323
2. Avondale Community Center, 1007 S. 3rd Street, 85323
3. Avondale Civic Center Library, 11350 W. Civic Center Drive, 85323
4. Sam Garcia Library, 495 E. Western Avenue, 85323
5. City Hall, 11465 W. Civic Center Drive, 85323
6. [www.Avondale.org/conplan](http://www.Avondale.org/conplan)

**Public Hearings and Meetings:**

Avondale maintains a regular annual schedule of meetings that allow public participation at all stages of the consolidated planning process. Specific times and locations are posted at [www.avondale.org/conplan](http://www.avondale.org/conplan) and published in the West Valley View Newspaper as a display advertisement in 12 point font at least one week, 7 calendar days prior. The annual schedule of meetings is always similar to the schedule provided below in Summary of Citizen Participation Process.

**Summary of Citizen Participation Process:** Avondale held three public hearings to obtain citizens' views and respond to proposals and questions; one held on September 22, 2009 during the development of the plan and two held in conjunction with the City Council at the April 12, 2010 Work Session and at the April 19, 2010 regular council meeting. During the first two public hearings the following were addressed: housing and community development needs, development of proposed activities, review of program performance and impediments to fair housing. Public hearings were advertised in the West Valley View Newspaper through the publication of display advertisements at least one week prior to the hearings. An additional three public meetings were held in conjunction with the Neighborhood and Family Services Commission (NFSC) on October 28, 2009, November 18, 2009 and February 24, 2010. Notices of the NFSC meetings are posted at least 24 hours in advance at City Hall, 11465 W. Civic Center Drive, Fire Station 172, 1825 N. 107 Avenue and the Sam Garcia Library, 495 E. Western Avenue. A draft of the Consolidated Plan was made available for public review from March 1, 2010 through April 2, 2010 at the locations listed below. A summary of the Consolidated Plan was published in the West Valley View on February 26, 2010 along with information about the availability of the plan. The following schedule also summarizes Avondale's meeting and public participation schedule.

1. Care 1st Avondale Resource and Housing Center, 328 W. Western Avenue, Avondale, 85323
2. Avondale Community Center, 1007 S. 3rd Street, 85323
3. Avondale Civic Center Library, 11350 W. Civic Center Drive, 85323
4. Sam Garcia Library, 495 E. Western Avenue, 85323
5. Avondale City Hall, 11465 W. Civic Center Drive, 85323

2010/2014 CONSOLIDATED PLAN MEETINGS AND EVENTS SCHEDULE			
DATE	TIME	Event	Location
September 22, 2009	6:00 p.m.	Public Meeting 2010/2015 Consolidated Plan and 2010-2011 Annual Action Plan to Discuss Community Needs, Eligible Activities and Available Funding	Care 1 <sup>st</sup> Housing Resource Center, 328 W. Western Avenue, Avondale, 85323
October 28, 2009	6:00 p.m.	Neighborhood and Family Services Commission Meeting Consolidated Plan and Action Plan to Discuss Community Needs, Eligible Activities and Available Funding	Mohave Conference Room, Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323
November 18, 2009	6:00 p.m.	Neighborhood and Family Services Commission Meeting Consolidated Plan and Action Plan to Discuss Community Needs, Eligible Activities and Available Funding	Mesquite Conference Room Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323
February 18, 2010	6:00 p.m.	Neighborhood and Family Services Commission, CDBG Subcommittee to review the draft Consolidated Plan and Action	Ocotillo Conference Room Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323
February 24, 2010	6:00 p.m.	Neighborhood and Family Services Commission Meeting Consolidated Plan and Annual Action Plan to Receive Recommendations for Allocation of CDBG and HOME Funds	Mohave Conference Room, Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323
March 1, 2010 through April 3, 2010	Between 8:00 a.m. and 5:00 p.m.	Public Review Period for Consolidated Plan and Annual Action Plan	Avondale Community Center 1007 S. 3rd Street, Avondale Civic Center Library 11350 W. Civic Center Drive Sam Garcia Library 495 E. Western Avenue City Hall 11465 W. Civic Center Drive Avondale.org/conplan
April 12, 2010	6:00 p.m.	City Council Work Session to Discuss Consolidated Plan and Annual Action Plan and Proposed CDBG and HOME expenditures	City Council Chambers, Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323
April 19, 2010	7:00 p.m.	City Council Meeting to Approve Consolidated Plan and Annual Action Plan and Proposed CDBG and HOME expenditures	City Council Chambers, Civic Center/City Hall 11465 W. Civic Center Drive, Avondale, 85323



**Outreach to minorities and non-English speaking persons, as well as persons with disabilities:**

To encourage involvement of the City's minorities, non-English speaking residents, low-income persons and persons with special needs (including persons with disabilities), the City made a strong effort to involve organizations that assist these populations in the Consolidated Plan process by contacting service providers and reaching out to these communities. Bilingual flyers (Spanish and English) announcing all public hearings and comment period were posted at the following locations throughout the City:

1. Care 1st Avondale Resource and Housing Center, 328 W. Western Avenue, Avondale, 85323
2. Avondale Community Center, 1007 S. 3rd Street, 85323
3. Avondale Civic Center Library, 11350 W. Civic Center Drive, 85323
4. Sam Garcia Library, 495 E. Western Avenue, 85323
5. Avondale City Hall, 11465 W. Civic Center Drive, 85323

**Citizen comments:**

A complete summary of survey responses is included in Appendix C.

**Institutional Structure (91.215 (i))**

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

**Institutional Structure through which services are delivered:** Avondale is a municipal corporation which operates under the Council-Manager form of government in accordance with its Charter. Legislative authority is vested in a seven member City Council consisting of a Mayor and six Council members elected at large for a term of four years. The Mayor and Council appoint the City Manager and such other officers deemed necessary and proper for the orderly government and administration of the affairs of the City, as prescribed by the constitution and applicable laws, and ordinances. The City Council is responsible for establishing policy and the City Manager and staff are responsible for executing adopted policies. The City also works in conjunction with local and state agencies to administer housing and other services to the community. The City Council approves the



Consolidated Plan and Annual Action Plan and the Neighborhood and Family Services Department administers and implements the plan through partnerships with public and private entities.

The Neighborhood and Family Services Department is headed by a Director, who oversees the CDBG Manager, who in turn is responsible for the administration of the CDBG and HOME programs. The Housing Specialist is responsible for managing the Homebuyer Assistance Program and the Single Family Owner Occupied Housing Rehabilitation Program. The Youth Services Coordinator is responsible for managing the Teen Job Training Program. The Revitalization Manager is responsible for managing the Commercial Rehabilitation Program.

Most activities are performed by subrecipients, contractors or contracted service providers (Providers) and governed by binding contracts entered into between the Provider and Avondale. The contract contains a scope of work, schedule of completion, budget and operational provisions through which Avondale can determine provider compliance with all applicable regulations and performance parameters.

**Strengths in the Delivery System:** Strengths in the Delivery system include the following: Avondale's procurement process is designed to ensure only appropriately qualified subrecipients, contractors and contracted service providers are retained through a competitive procurement process. Technical specifications for procurement documents are sufficiently detailed to ensure minimum services levels are achieved. Avondale's professional project managers enforce contract provisions related to performance while ensuring changes in conditions and markets are accommodated through contract change orders.

**Gaps in the Delivery System:** Gaps in the delivery system relate to the insufficient collective capacity of non-profit organizations to deliver the amount of services necessary adequately address the needs in the community.

**Gaps in Public Housing:** Gaps in the public housing systems relate primarily to funding levels, which have decreased consistently in recent years, resulting in long and consistent waiting lists. It is difficult for very low income families residing in public housing or Section 8 units to make the transition to market based rental units or homeownership. Public housing is currently not able to provide adequate vouchers to special populations, such as homeless victims of domestic violence or persons living with AIDS.

## Monitoring (91.230)

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

All activities funded with CDBG and HOME are monitored for compliance with federal regulations and contract parameters. Avondale monitors its federal activities through performance reporting, review of payment requests and in depth audits of

Provider files and financial information. The file monitoring process in the City of Avondale will consist of the following steps:

1. Notification to subrecipient of scheduled monitoring visit.
2. Entrance conference with subrecipient staff, to explain what will be done during the visit.
3. Review of documents justifying expenditures and work completed or in progress, to determine the quality of the work and whether or not it complies with regulations and codes.
4. Where appropriate, review of income qualification documents.
5. Exit conference to report tentative conclusions and findings to the subrecipient staff.
6. Written follow-up detailing any problems found and asking for a response explaining how the problems will be corrected.
7. Additional follow-up visit to see that problems have been corrected, when necessary.

In most cases, monitoring visits will be conducted when work is complete, but in some cases, particularly with new subrecipients, more frequent monitoring visits will be conducted.

The City uses its Consolidated Plan goals and objectives as a basis for developing program proposals that are subjected to the public process. Once programs have been vetted by the public process and approved by the City Council they are implemented in one of three ways: 1) complete implementation by the City; 2) partial implementation by the City with certain components executed by a contractor; and 3) implementation by a subrecipient. All three methods of execution are governed by an internal or contractual Scope of Work and a Schedule of Completion, whereby each activity in the Scope of Work has a corresponding timeline in the Schedule of Completion. The performance of all parties involved in the execution of a program is monitored according to the Schedule of Completion and a host of remedies outlined in the contract are available to the City to make adjustments to maintain adequate progress. Because compliance with federal overlay statutes are detailed in the Scope of Work and Schedule of Completion, the same methodology is used to ensure compliance with program requirements such as environmental reviews, labor standards, etc. To meet overall timeliness of expenditures the schedule of completion for each program is reviewed in the larger context of all programs to ensure that program progress and therefore program expenditures do not at any given time cause the city to exceed 1.5 times the most recent CDBG allocation in their line of credit.

## Priority Needs Analysis and Strategies (91.215 (a))

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

**Basis for Assigning Priority of Needs:** Assigning relative priority (High, Medium and Low) to each category of need listed in Tables 2A and 2B in Appendix B is based on an analysis of the information and data received during the planning process and more particularly described in *Managing the Process*.

**Obstacles to meeting underserved needs:** Primary obstacles to increasing services to underserved population needs are the absence of additional funding, the limited number of service provider agencies, the lack of capacity in existing agencies, and the lack of consensus regarding which needs are underserved.

## Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

**Estimate of Units Containing Lead Based Paint:** Avondale estimates, approximately 2,192 units occupied by low-income persons contain lead-based paint Hazards in 2010. This calculation is derived from estimates made by the current housing rehabilitation program; approximately 36% of pre-1978 units tested positive for a limited amount of lead-based paint. The number of units containing lead-based paint hazards occupied by households in each income category is estimated as follows:

Estimate of Units Containing Lead Based Paint	
Income of Household	Number of Housing Units
Below 30% AMI	1,095 (50%)
Between 31% and 50% AMI	548(25%)
Between 51% and 80% AMI	548 (25%)
Source: City of Avondale Housing Rehabilitation Program, Claritas	

During the course of the previous Consolidated Plan (5 years), the City abated lead based paint hazards through the implementation of its housing rehabilitation program. The City tested 11 homes and found 4 (36%) to contain lead based paint.

The following are the actions to be undertaken from 2010-2014 to evaluate and reduce lead-based paint hazards and to integrate lead-based paint hazard reduction into Avondale's housing policies. All activities will be completed in accordance with Title X of the 1992 Housing and Community Development Act.

**Goal 7: Reduce Lead Based Paint Hazards in Residential Dwellings in Avondale.**

Strategy 7.1: Adhere to HUD Lead Safe Housing Rule 24 CFR Part 35 in the conduct of rehabilitation and demolition activities.

Strategy 7.2: Provide information to housing recipients as well as the general public about the hazards of lead based paint.

## HOUSING

### Housing Needs (91.205)

\*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

3-5 Year Strategic Plan Housing Needs response:

#### Estimated Housing Needs

Please also refer to Table 2A, Housing Needs and Table 1B, Non-Homeless Special Needs in Appendix B for the required detailed estimates. The amount of housing needs among low-income renters and owners is high due to the poor condition of housing in Avondale's Low income neighborhoods. According to a study conducted in November 2009 by the University of Arizona, Drachman Institute, more than 35% of the housing stock in Avondale's low income neighborhoods is in poor condition and the same amount of renter households (35%) in the low income neighborhoods pay

more than 30% of their income for rent. Substandard and old housing is the greatest problem for Avondale's low-income households. Among Elderly Renter and Owner Households cost burden and housing problems correlate in all income categories. Among Renter Small and Large Related Households cost burden and housing problems correlate most in Extremely Low Income households. Among Owners Small Related Households show the strongest correlation between cost burden and housing problems.

The following chart provides analyses of housing affordability depicting the price of home that a household can afford assuming an FHA Loan with 3.5% down, a 6% 30 year fixed interest rate and the prevailing local cost for taxes and insurance. Based on this analysis Seventy-five percent of Avondale households can not afford the median priced home of \$105,000.

Table of Single Family Home Costs					
House Cost	Down Payment	Loan Amount	Total Payment	Income	Family of 4 HUD AMI
\$85,000	\$2,975	\$ 82,025	\$ 632	\$ 25,280	39%
\$90,000	\$3,150	\$ 86,850	\$ 670	\$ 26,800	42%
\$95,000	\$3,325	\$ 91,675	\$ 707	\$ 28,280	44%
\$100,000	\$3,500	\$ 96,500	\$ 744	\$ 29,760	46%
\$105,000	\$3,675	\$ 101,325	\$ 781	\$ 31,240	49%
\$115,000	\$4,025	\$ 110,975	\$ 856	\$ 34,240	53%
\$120,000	\$4,200	\$ 115,800	\$ 893	\$ 35,720	56%
\$130,000	\$4,550	\$ 125,450	\$ 967	\$ 38,680	60%
\$140,000	\$4,900	\$ 135,100	\$ 1,042	\$ 41,680	65%
\$150,000	\$5,250	\$ 144,750	\$ 1,116	\$ 44,640	70%
\$160,000	\$5,600	\$ 154,400	\$ 1,190	\$ 47,600	74%
\$170,000	\$5,950	\$ 164,050	\$ 1,265	\$ 50,600	79%
\$180,000	\$6,300	\$ 173,700	\$ 1,339	\$ 53,560	83%
\$190,000	\$6,650	\$ 183,350	\$ 1,414	\$ 56,560	88%
\$200,000	\$7,000	\$ 193,000	\$ 1,488	\$ 59,520	93%
\$210,000	\$7,350	\$ 202,650	\$ 1,562	\$ 62,480	97%
\$220,000	\$7,700	\$ 212,300	\$ 1,637	\$ 65,480	102%
\$230,000	\$8,050	\$ 221,950	\$ 1,711	\$ 68,440	107%
\$240,000	\$8,400	\$ 231,600	\$ 1,786	\$ 71,440	111%
\$250,000	\$8,750	\$ 241,250	\$ 1,860	\$ 74,400	116%
\$260,000	\$9,100	\$ 250,900	\$ 1,934	\$ 77,360	120%

Source: City of Avondale, Neighborhood and Family Services Department.

The estimates of each category of housing needs over the next five years are based on a growth rate of 3% derived over a 20 year period. The current and estimated housing needs for priority populations are as follows:

Number of Households with Housing Needs		
Renter Households	2010	2015
Extremely Low (<=30%AMI)	569	586
Very Low Income (<= 50% AMI)	998	1028
Low Income (31% to 50% AMI)	429	442
Moderate Income (51% to 80% AMI)	519	535
Middle and Upper Income (>=80% AMI)	867	893
Owner Households		
Extremely Low (<=30%AMI)	1066	1098
Very Low Income (31% to 50% AMI)	2233	2300
Low Income (51% to 60% AMI)	1167	1202
Moderate Income (61% to 80% AMI)	1792	1846
Middle and Upper Income (>=80% AMI)	6630	6829
Persons		
Elderly	350	361
Frail Elderly	274	282
Persons with Severe Mental Illness	802	826
Developmentally Disabled	174	179
Physically Disabled	232	239
HIV / AIDS	34	34
Source: 2000 U.S. Census Data, 2000 CHAS Data and Populations projections from the Maricopa county Association of Governments.		

## Renters

**Extremely low-income renters:** The gap analysis completed for Avondale identified a need for 569 units for renters earning less than less than \$19,750 per year. If extremely low-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 586 in 2015

**Very low-income renters:** The gap analysis completed for Avondale identified a need for 998 units for renters earning less than less than \$32,950 per year. If very low-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 1028 in 2015

**Low-income renters:** The gap analysis completed for Avondale identified a need for 429 units for renters earning less than less than \$39,550 per year. If low-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 442 in 2015

**Moderate-income renters:** The gap analysis completed for Avondale identified a need for 519 units for renters earning less than less than \$52,700 year. If moderate

low-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 535 in 2015

**Middle and upper-income renters:** The gap analysis completed for Avondale identified a need for 867 units for renters earning above \$52,700. If middle and upper-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 893 in 2015

## Owners

**Extremely low-income owners:** The gap analysis completed for Avondale identified a need for 1,066 owner occupied units for owners earning less than less than \$19,750 per year. If extremely low-income owners experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 1098 in 2015

**Very low-income owners:** The gap analysis completed for Avondale identified a need for 2,233 owner occupied units for owners earning less than less than \$32,950 per year. If very low-income owners experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 2300 in 2015.

**Low-income owners:** The gap analysis completed for Avondale identified a need for 1,167 owner occupied units for owners earning less than less than \$39,550 per year. If low-income owners experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 1202 in 2015

**Moderate-income owners:** The gap analysis completed for Avondale identified a need for 1,792 owner occupied units for owners earning less than less than \$52,700 per year. If moderate-income owners experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 1846 in 2015

**Middle and upper-income owners:** The gap analysis completed for Avondale identified a need for 6,630 owner occupied units for owners earning above \$52,700 per year. If middle and upper-income renters experience the same household growth as the City overall (projection data from the Maricopa Association of Governments) and no new units are developed to assist this group, this need will increase to 6829 in 2015

## Special Needs Populations

**Elderly persons:** The gap analysis completed for Avondale identified a need of 350 housing units for elderly persons. If elderly persons experience the same population



growth as the City overall (projection data from the Maricopa Association of Government) this need will increase to 361 persons in 2015.

**Frail elderly:** The gap analysis completed for Avondale identified a need of 274 housing units for frail elderly persons. If frail elderly persons experience the same population growth as the City overall (projection data from the Maricopa Association of Government) this need will increase from to 282 in 2015

**Persons with severe mental illness:** The gap analysis completed for Avondale identified a need of 802 housing units for persons with severe mental illness. If persons with severe mental illness experience the same population growth as the City overall (projection data from the Maricopa Association of Government) this need will increase to 826 in 2015.

**Persons with developmental disabilities:** The gap analysis completed for Avondale identified a need of 174 housing units for persons with developmental disabilities. If persons with developmental disabilities experience the same population growth as the City overall (projection data from the Maricopa Association of Government) this need will increase to 179 in 2015.

**Persons with physical disabilities:** The gap analysis completed for Avondale identified a need of 232 housing units for persons with physical disabilities. If persons with physical disabilities experience the same population growth as the City overall (projection data from the Maricopa Association of Government) this need will increase to 239 in 2015.

**Persons with HIV/AIDS:** The gap analysis completed for Avondale identified a need of 34 housing units for persons with HIV/AIDS. The HIV/AIDS population shows no indication of increasing based on statistics from the Maricopa County Health Department.

**Racial and Ethnic Groups with Disproportionately greater Needs:** According to the U.S. Census 62.8 percent of Avondale's population was White and 4.9% was African American in 2000. Twenty-four percent of residents identified their race as "Other." Ethnically, 46.2 percent of the City's population reported to be of Hispanic/Latino descent in 2000.

Avondale's low to moderate-income Neighborhoods of Cashion, Old Town and Las Ligas south of Interstate 10 from the western to eastern City boundaries contain higher percentages (on average) of Hispanic Ethnicity Population (88% vs. 50%) and African American Populations (.54%% vs. 1.73%) than the City as a whole. At 4%, Old Town has the highest percentage of African Americans, higher than the citywide proportion. Areas of Hispanic/Latino concentration primarily appear along the western edge of the city limits in Old Town Avondale and the Cashion neighborhood in east Avondale. Ninety-four percent of the households in the Las Ligas neighborhood are of Hispanic/Latino descent, the highest percentage City Wide. More than 35% of the housing stock in Avondale's low income neighborhoods is in poor condition and the same amount of renter households (35%) in the low income neighborhoods pay more than 30% of their income for rent.



The following table demonstrates the coincidence of low income and minority populations in Avondale's Target Neighborhoods.

Target Neighborhood Demographics					
Neighborhood	Population	Number Households	Median Income	African American Race	Hispanic Ethnicity
Old Town	12,958	3,586	\$33,058	4%	78%
Cashion	7,128	1,657	\$35,211	.65	90%
Las Ligas	4,451	846	\$40,990	.54	94%
Avondale	64,490	20,356	\$69,298	.54%	50%
Source: Claritas Inc., Demographics Report					

### Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

#### Priority Housing Needs

Avondale's housing market is characterized by the following:

- A large percentage of substandard housing in low-income neighborhoods.
- Declining rental prices for units affordable to low and moderate income renters.
- An adequate supply of rental units for low and moderate income renters.
- A shortage of rental units affordable to very low and extremely low income renters.
- Adequate availability of homes affordable to low and moderate income homebuyers.

Priority Needs populations which are affected by market conditions, identified in resident surveys and which show high numbers of need in the 2000 CHAS data were determined to have priority housing needs. They are as follows:

Number of Households with Housing Needs		
Renter Households	2010	High, Medium or Low Need
Extremely Low ( $\leq 30\%$ AMI)	569	Medium need for new rental units
Very Low Income ( $\leq 50\%$ AMI)	998	High need for new rental units
Low Income (31% to 50% AMI)	429	Low need for new rental units
Moderate Income (51% to 80% AMI)	519	Low need for new rental units
Middle and Upper Income ( $\geq 80\%$ AMI)	867	Low need for new rental units
Owner Households		
Extremely Low ( $\leq 30\%$ AMI)	1066	High need for Housing Rehabilitation
Very Low Income (31% to 50% AMI)	2233	High need for Housing Rehabilitation
Low Income (51% to 60% AMI)	1167	High need for Housing Rehabilitation
Moderate Income (61% to 80% AMI)	1792	High need for Housing Rehabilitation
Middle and Upper Income ( $\geq 80\%$ AMI)	6630	High Need for Housing Rehabilitation
Persons		
Elderly	350	Medium need for new rental units
Frail Elderly	274	Medium need for new rental units
Persons with Severe Mental Illness	802	Low need for new rental units
Developmentally Disabled	174	Low need for new rental units
Physically Disabled	232	Medium need for new rental units
HIV / AIDS	34	Low need for new rental units
Source: 2000 U.S. Census Data, 2000 CHAS Data and Populations projections from the Maricopa county Association of Governments.		

## Housing Market Analysis (91.210)

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation

of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

3-5 Year Strategic Plan Housing Market Analysis responses:

**Basic Avondale Demographics**

Avondale General Demographics	
Population	76,900
Number of Households	19,096
Median Income	\$65,410
Median Age	30.1
Source: Claritas	

The following chart shows the income distribution in Avondale and the percentage of the population that is eligible for U.S. Department of Housing and Urban Development (HUD) assistance which is 80% of the HUD Area Median Income (HUD AMI) or \$52,700 for a family of four.

HUD AMI Distribution		
Income in Thousands	Number of Households	% HUD AMI
Less 15	698	
15 – 20	( 28%) 305	30%
20-25	306	
25-30	299	
30-35	( 25%) 300	50%
35-40	(7%) 240	60%
40-45	240	
45-50	249	
50-55	(17%) 133	80%
55-60	133	
60-65	133	
65-70	133	
70-75	133	
75-100	187	
100-150	67	
150-250	18	
250-500	16	
500 or more	2	
	3592	

The following table illustrates Avondale race and ethnicity percentages according to the 2000 Census.

Avondale Race and Ethnicity	
Race	
American Indian and Alaska Native	1.1%
Asian Alone	2.3%
Black or African American Alone	4.9%
Native Hawaiian and Other Pacific Islander alone	.1%
Some other race alone	24%
Two or more races alone	4.8%
White alone	62.8%
Ethnicity	
Hispanic or Latino	46.2%
Not Hispanic or Latino	53.8%
Source: 2000 Census	

**Population and Housing Trends:** Population estimates from the Arizona Department of Commerce report a population of 76,900 for the City of Avondale, up from 35,082 in 2000. During the past decade, the City's population grew by 116%. This rapid population growth is attributable to the extensive housing market activity from 2000 to 2007 (7 year boom cycle) during which time 13,212 new owner occupied and 2,200 new rental units were built. Over the 7 year boom cycle the number of housing units more than doubled from 10,663 to 24,805 units. The Avondale housing market crashed in 2007.

Single Family home building activity in 2008 and 2009 averages 135 units, just 10% of the 1,321 average established during the boom period. Median home prices increased from \$122,500 in 2000 to \$283,000 in 2006 at their peak, then dipped to \$105,000 in 2010. Population and housing growth is expected to increase by a modest 3% per year over the next five years.

Single Family Homes Building Activity	
Year	Permits Issued
2000	1284
2001	2332
2002	2044
2003	1226
2004	2243
2005	1469
2006	924
2007	698
2008	160
2009	110
2010	12 (through Jan)
Source: City of Avondale Building Department.	

Rental prices follow a similar pattern. Rent for a two bedroom apartment climbed from \$805 in 2005 to \$884 in 2007 and then fell almost to 2005 levels in 2010 to \$814.

<b>Median Rental Prices Trends</b>		
Type of Unit	2005	2010
One Bedroom	638	625
Two Bedroom	814	789
Three Bedroom	980	950
Source: Arizona Multi-Family Housing Association, 2010		

The large number of private investors who bought homes as investment properties between 2000 and 2007 and who are still active in the market has increased the supply of rental housing and caused an increase in the rental vacancy rate to jump from 7% in 2005 to 12% in 2010. The increased supply and vacancies has exerted downward pressure on rental prices.

**Cost Burdened.** The following table demonstrates cost burden by age group indicating a more severe need for over 65 year old renter households and middle-aged home owner households.

<b>Housing Cost Burden by Age</b>						
Household Type	15-25 years old	25-34 years old	35-44 years old	45 – 54 years old	55- 64 years old	65 years old, over
<b>Renter</b>						
% Cost Burdened	64%	65%	66%	59%	50%	70%
<b>Owner</b>						
% Cost Burdened	56%	76%	76%	80%	76%	72%
Source: HUD CHAS Data.						

### Housing Conditions

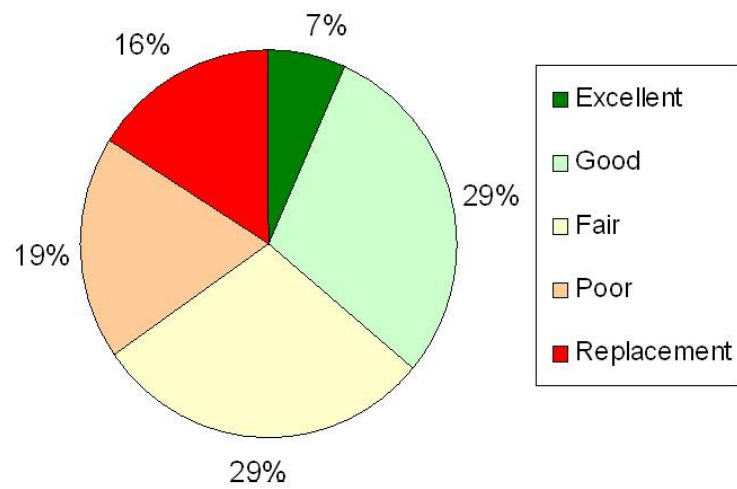
A visual survey conducted by the City of Avondale and the University of Arizona Drachman Institute indicated a vast problem with substandard housing conditions. Thirty-five percent (35%) of the housing stock in Old Town is in poor or worse condition.



#### Visual Survey of Old Town Avondale Revitalization Area

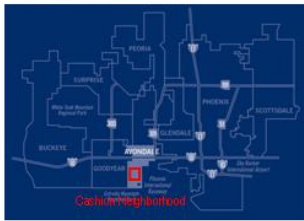
Census Tract 612 and 614

Source: University of Arizona Drachman Institute, 2009.



**(2,525 properties surveyed)**

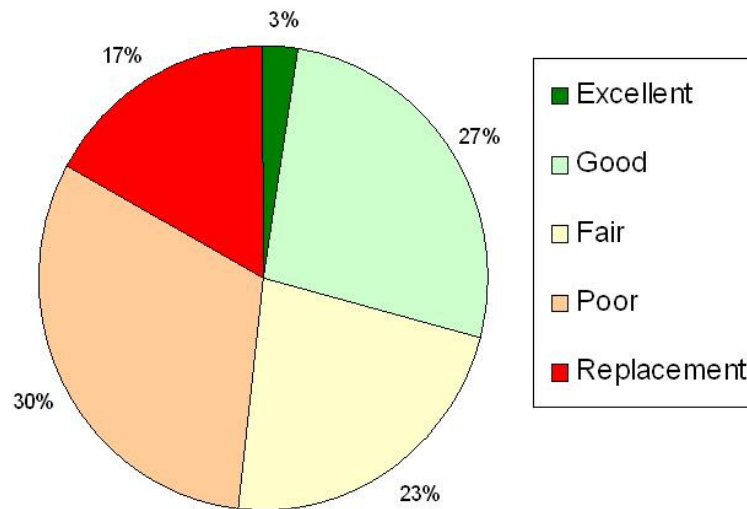
A review of the Cashion Neighborhood revealed that 47% of the housing stock is in poor or worse condition.



### Visual Survey of Cashion Neighborhood

Census Tract 0822.01 and 0822.02

Source: University of Arizona Drachman Institute, 2009 and Claritas, 2009.



(767 properties surveyed)

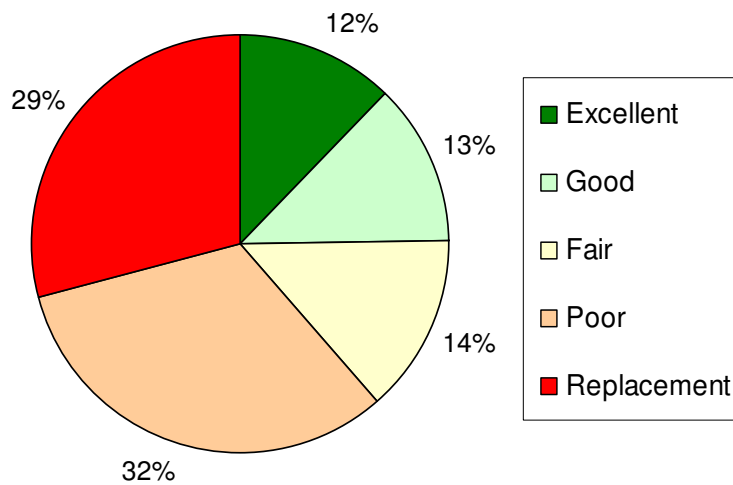
The Las Ligas neighborhood contains similar housing problems with 29% of the homes needing replacement and 32% in poor condition.



### Visual Survey of Las Ligas Neighborhood

Census Tract 0822.02-03

Source: University of Arizona Drachman Institute, 2009 and Claritas, 2009.



(705 properties surveyed)



## **Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

The City's five-year Housing Goals and Objectives include the following strategies. Specific performance measures (e.g., number of households assisted and units produced) appear in the City's Action Plan and in the required HUD tables.

### **Goal 1: Preserve the existing affordable housing stock.**

Strategy 1.1: Operate a Single-Family Owner-Occupied Housing Rehabilitation Program to conduct emergency and substantial rehabilitation activities using CDBG, HOME and a variety of other funding sources

Strategy 1.2: Operate a weatherization program using Maricopa County funding and a variety of other funding sources

Strategy 1.3: Incorporate energy and water efficiency standards in rehabilitation and weatherization programs that reduce utility costs.

Strategy 1.4: Increase awareness about the availability of programs that preserve and promote affordable housing.

### **Goal 2: Support new construction and rehabilitation of affordable rental development**

Strategy 2.1: Pursue partnerships with non-profit and for-profit developers to construct and rehabilitate affordable rental housing.

### **Goal 3: Increase homeownership**

Strategy 3.1: Operate a homebuyer assistance program using HOME and a variety of other funding sources.

Strategy 3.2: Assist agencies conducting homeownership activities in Avondale.

## **Needs of Public Housing (91.210 (b))**

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

**N/A to the City of Avondale:** However, the City will collaborate with the Housing Authority of Maricopa County to upgrade public housing units within the City.

### **Public Housing Strategy (91.210)**

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

**N/A to the City of Avondale**

### **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is

substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

**Possible barriers to affordable housing:** As part of the Analysis of Impediments to Fair Housing Choice (AI) the City identified barriers to affordable housing.

**Strategies to remove barriers:** As part of the Analysis of Impediment to Fair Housing Choice (AI) the City identified strategies to remove barriers to affordable housing.

### **Strategies to Remove Fair Housing Barriers**

Strategy 4.1: Implement strategies for removing impediments to Fair Housing identified in the Avondale 2010 Analysis to Impediments to Fair Housing

Strategy 4.2: Sponsor Fair Housing educational seminars for city staff and housing industry professionals.

Strategy 4.3: Maintain a page on the City's website that serves as a public resource for assistance in identifying violations of fair housing laws and information regarding the filing of fair housing complaints.

Strategy 4.4: Assist the elderly and persons with disabilities with accessibility improvements to their residences.

## HOMELESS

### **Homeless Needs (91.205 (b) and 91.215 (c))**

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

### **Nature and Extent of Homelessness**

The Maricopa Association of Governments (MAG) in conjunction with City of Avondale staff conducted a point-in-time homeless survey on January 26, 2010 which identified 20 homeless persons in Avondale in the following HUD defined categories.

Homeless Inventory in Avondale		
Category of Homeless	Male	Female
Single Non-Chronic	11	3
Single Chronic	0	2
Youth on Own	0	0
Children in Homeless Families	2	
Adults Caring for Children	2	0
Total	15	5
Families	2	
Source: Homeless street count, January 26, 2010		

See Table 1A in Appendix B for a detailed breakdown of the characteristics of the population experiencing homelessness.

The Census data estimates that about 23 percent of Avondale's renter households (or 511 renter households) and 17 percent of the City's homeowners (or 1,236 households) were cost burdened in 2000. The data also show that 14 percent of renters (306 households) and 6 percent of homeowners (448 households) were severely cost burdened, paying 50 percent or more of their incomes for housing costs.

Through the City's two social service locations the Care 1<sup>st</sup> Avondale Resource and Housing Center and the Old Town CAP Office the City receives an average of 50 requests a week for emergency rent or utility assistance, 100 requests for food boxes and 55 requests for clothing referrals. The City serves approximately 892 families a year with utility assistance and 70 families per year with rent assistance. Due to a lack of funding, the City is unable to fund approximately \$13,000 in eligible requests a month.

### **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

**Homeless Priorities:** Avondale's homeless priorities as listed in Table 1A in Appendix B indicated for both individuals and families a *medium* need for permanent supportive housing and domestic violence emergency shelters and a *low* need for transitional housing. Avondale's homeless and homeless prevention priorities are supported in the December 2009, Current Status of Homelessness Report by the Department of Economic Security, Homeless Coordination Office (the Report). The Report indicates the largest shelter gap of 3,019 beds to be for Permanent Supportive Housing while the lowest gap is for transitional which turned away 345 requests for stays in 2009. Statistics maintained by the Avondale housing New Life Center (Domestic Violence Shelter in Goodyear adjacent to Avondale) regarding public inquiries indicate a total of 19 persons requested domestic violence shelter in general in 2009. These priorities are reinforced by the point in time street count conducted in Avondale on January 26, 2010 when 20 homeless persons were identified in Avondale including 2 homeless families, 14 single non-chronic, 2 chronic and 2 homeless children. Avondale's homeless prevention priorities are as follows: 1) Provide home repair resources to prevent catastrophic deterioration of housing; 2) provide emergency utility and rental assistance; 3) provide food and clothing assistance; 4) provide life enhancement services.

**Gaps in services and housing for sheltered and unsheltered homeless:**

Avondale has no shelter facilities within its corporate boundaries so it relies on shelter facilities located in the nearby Phoenix metropolitan area (Phoenix) cities to which Avondale contributes funding and planning support through the Maricopa Association of Governments Continuum of Care Planning Process. Avondale's gap analysis therefore pertains to the shelter facilities in Phoenix. According to the December 2009 Current Status of Homelessness Report by the Department of Economic Security, Homeless Coordination Office, there are 32 facilities and programs in Phoenix with 2,571 beds and an unmet need of 3,019. The following table provides detailed gap information.

Homeless Facility Gap Analysis					
Type of Facility	Individual Beds	Family Beds	Unmet Individual Beds	Unmet Family Beds	Total Unmet Needs
Emergency Shelter	1335	1236	1503	1516	3019
Transitional Housing	794	1930	1350	1442	2792
Permanent Supportive Housing	1690	839	3903	1305	5208
Safe Haven Housing	25	0	0	0	0
Totals	3844	4005	6756	4263	11019
Source: December 2009 Current Status of Homelessness Report by the Department of Economic Security, Homeless Coordination Office					

Gaps exist in the services and housing to sheltered and unsheltered chronic homeless, mainly related to direct outreach. Insufficient resources are available to make contact with these populations on the street.

## Homeless Inventory (91.210 (c))

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

**Homeless Inventory:** Avondale maintains partnerships with many local and regional social service and housing providers through which homeless prevention and homeless mitigation services are provided. An active and highly connected network is formed and held together by Continuum of Care Planning, City funding, City owned and operated service centers and agency interdependence created through referrals. The City's strategy to address homelessness begins with prevention. The Neighborhood and Family Services Department (NFSD) operates a Community Action Program (CAP Office) at the Avondale Community Center in Old Town Avondale

which provides emergency utility and rental payments to eligible households who are at-risk of eviction and homelessness. The CAP Office is staffed by city employees and services are funded primarily by Maricopa County Human Services Department. The CAP Office also provides referrals (documents which can be redeemed for food and clothing) to the Old Town Agua Fria Food and Clothing Bank (two blocks away). This program is available to residents of Avondale, Goodyear and Litchfield Park. The majority of funds have been allocated to residents of Avondale. The CAP Office houses the Housing Rehabilitation program from which low-income homeowners can receive assistance with emergency home repair and substantial rehabilitation.

The City of Avondale's Care1st Avondale Resource & Housing Center offers a one-stop social services clearinghouse to residents from the Southwest Valley seeking access to housing and human services including: 1) Sign-ups for AHCCCS Health Care; 2) domestic violence services; 3) legal aid; 4) food stamp sign-ups; 5) teen pregnancy support and parenting classes; 6) employment services and career counseling; 7) home foreclosure prevention counseling; 8) homebuyer assistance; 9) financial literacy.

**A summary of agencies housed at the Resource Center follows.**

An integral component of promoting the well-being and self-sufficiency of children and families is ensuring access to health care services. Approximately 55-60% of the Resource Center's walk in and telephone referrals are for services associated with the Arizona Health Care Cost Containment System—Arizona's state funded health care system for income qualified persons. Women's Health Coalition, an agency housed permanently in the Resource Center, assists with AHCCCS health care applications. Many individuals who qualify for medical assistance frequently find it difficult meeting other basic needs—such as food and shelter. While applying for medical assistance, the same application may be used to apply for Nutrition Assistance and Cash Assistance.

The Resource Center also offers the WIC program to its clients. WIC is the Women, Infant and Children nutritional assistance program under the United States Department of Agriculture. WIC provides nutrition education and assistance for low-income, pregnant, breastfeeding and non breastfeeding postpartum women and to infants and children up to age five.

Rio Salado College offers English as a Second Language (ESL) classes at the Resource Center. The ESL class emphasizes basic conversational skills, pronunciation, vocabulary building and grammar to students. Rio Salado also offers General Education Diploma (GED, High School Equivalency) classes. The GED course is intended to prepare students to take the GED test. Although students register at Rio Salado, first priority is given to Resource Center clients.

On a weekly basis, a representative with Arizonans for the Protections of Sexually Exploited Children and Adults (APECA) is at the Resource Center. APECA's mission is community awareness on sexual exploitation, self injury and abuse. APECA is a good source of information to staff as the Resource Center is starting to receive referrals

from the City of Avondale's Police Department and many of those referrals are victims of sexual abuse.

Teen Outreach and Pregnancy Services (TOPS) an agency dealing with pregnant adolescents and their families to positively affect their health and well-being. TOPS is at the Resource Center most days of the week. They hold weekly classes taught by a nurse at the Resource Center. Typically, the young mothers and fathers in this program also benefit from the many other services provided at the Resource Center.

The Avondale Young Families Program provides pregnancy and parenting services and classes to both mothers and fathers. The AYF program offers support to teenage parents on a wide variety of parenting issues. Avondale Young Families participants meet weekly at the Resource Center for dinner and class.

A representative from Maricopa County Workforce Connections, whose mission is to deliver employment and training services throughout Maricopa County, is at the Resource Center on a weekly basis. The job counselor from the West Valley Career Center meets with job seekers at the Resource Center.

Jewish Family and Children Services (JFCS) offer behavioral counseling, client intakes and child family team (CFT) meetings at the Resource Center.

A New Leaf provides behavioral counseling to children and their families at the Resource Center. Additionally, A New Leaf also offers monthly parenting classes based on behavioral health in Spanish and English at the Resource Center. This agency also serves area youth in need of anger management counseling by offering a twelve week anger management course. Referrals and intakes are handled at the Resource Center.

Association for Supportive Child Care holds their Kith and Kin class at the Resource Center. The Kith and Kin class is aimed at providing parents and child care providers with a fourteen week curriculum of holistic child development. The class is taught entirely in Spanish and transportation is provided. Topics include CPR, safety and first aid issues, instruction on positive communication and play.

DUET (formerly Beatitudes Center Doar) is an agency that helps older adults and their families cope with challenges related to aging. DUET hosts a support group for grandparents (caring for grandchildren or other children). The support group meets monthly and is very popular.

The Civitan Foundation is an organization that works to provide respite care and fun for developmentally disabled children and adults. Civitan partners with the Resource Center to assess potential clients and offer their respective caregivers advice in navigating the system. Civitan is able to send bilingual staff into homes for therapy and also offers respite care. Civitan occasionally uses the Resource Center for its Buddy Night Out and Arts and Crafts programs.



Community Legal Services (CLS) offers free legal assistance (civil cases) to Resource Center clients. If a client requests legal advice or service, Resource Center staff intakes the legal services application for CLS. CLS handles the request from that point and will meet with clients at the Resource Center if necessary.

A parenting support group aimed at helping parents of at-risk youth called SPARK meets regularly at the Resource Center. The program is sponsored by Maricopa County Juvenile Probation Department.

A domestic abuse support group meets at the Resource Center on a weekly basis. The group is managed by A New Life, a domestic abuse shelter. Additionally when someone comes into the Center with domestic abuse issues, A New Life's outreach worker comes to the Center for intake and referral.

A staff person from Housing Our Communities (HOC) is permanently housed at the Center to counsel first time home buyers. HOC offers monthly Home Buyer Education workshops and realtor education on the 1st Time Home Buyer program.

Monthly court-ordered parenting classes in Spanish and English are offered monthly. These classes are taught by Arizona Priority Education and Counseling.

Southwest Valley Literacy offers tutoring in English and in literacy for adults. Interested students complete an application at the Resource Center and are then tested to determine which level class they will be placed. English classes are taught by volunteers, trained at the Resource Center, every day of the week, several times per day. Class size ranges from one or two students to ten or more.

Quarterly workshops for Alzheimer caregivers are offered at the Resource Center by the Alzheimer's Association. Additionally Catholic Charities Westside Head Start holds staff trainings and parent orientations at the Resource Center. Head Start refers many families to the Resource Center for services.

The Avondale Family Education and Resource Program offers support for parents with children ages birth to five. AFERP provides classes in early literacy, parenting support classes and emergency baby boxes to needy families at the Resource Center.

Valle Del Sol provides assistance for Avondale residents who are financially struggling. The Homelessness Prevention and Rapid Re-Housing Program provides financial assistance to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized.

Any of the above agencies or other social service agencies in Avondale is eligible to receive grant assistance from Avondale through the Contributions Assistance Program (Assistance Program). The Assistance Program is funded with General Fund monies and is a competitive grant for health and human service organizations. Agencies funded the previous year receive priority consideration. Grants cannot be

used for ongoing administrative costs. Funding is based on the following criteria: 1) agency is a health and human services organization; 2) agency is requesting funding for a specific project; 3) agency must be able to generate other revenue sources; and 4) there must be a benefit to the community from this assistance.

New Life Center, located in the City of Goodyear, is an emergency shelter for women and children who are victims of domestic violence. The shelter is a 64-bed facility that provided 20,083 bed nights of shelter, safety and services to 987 women and children in 2005. Unfortunately, the shelter is at capacity daily and, as such, it turned away over 2,400 requests for shelter in 2005. Approximately 40 percent of the population is adults and 60 percent is children. The shelter program is a 120-day program, and the average length of stay is approximately 45 days.

PREHAB of Arizona operates a 24-hour emergency shelter and transitional housing program (Faith Housing Emergency and Transitional Shelter) for victims of domestic violence in the West Valley (location undisclosed for safety reasons). Faith serves nearly 400 persons per year. Services offered at the shelter include meals, case management, childcare, domestic violence counseling, substance abuse counseling, parenting education, and life skills classes. The Victim Outreach program, which provides services but not housing to victims of domestic violence, serves 700 persons per year. PREHAB also offers a crisis hotline for West Valley residents (800.799.7739).

### **Emergency, Transitional, Supportive and Permanent Housing, Chronic Homelessness.**

Homeless individuals who are contacted through one of the service centers or networks discussed above are referred to regional shelter facilities, transitional housing and permanent supportive housing offered by the agencies listed at the end of this document. Avondale has no shelter facilities within its corporate boundaries so it relies on shelter facilities located in the nearby Phoenix metropolitan area cities to which Avondale contributes funding and planning support through the Maricopa Association of Government Continuum of Care Planning Process.

The table below lists the subsidized housing available to low-income residents in Avondale. Types of development include public-housing units, low-income housing tax credit units, project-based Section 8 units and non-profit developments.

Affordable Housing Units in Avondale		
<b>Residences Specifically for the Elderly 202 and 811</b>		
<b>Name</b>	<b>Number of Units</b>	<b>Low Income</b>
Avondale Senior Village	40	40
Vianney Villa (elderly)	50	50
Avondale Haciendas	69	69
	159	159
<b>Low Income Housing Tax Credit and HOME Assisted Properties</b>		
<b>Name</b>	<b>Number of Units</b>	<b>Low Income</b>
The Village at Avondale	96	76
Rose Terrace 1	105	60
Rose Terrace 2	20	20
Parkside Group	54	54
Siesta Pointe	104	82
Edgewater (HOME)	196	25
West Hill (HOME)	14	7
	589	337
<b>Section 8 Information</b>		
Madison Heights	81	81
Norton Circle	46	46
	127	127
<b>Total Affordable Housing</b>		
Elderly		159
LIHTC and HOME Units		337
Section 8 Vouchers in Avondale	* Includes LIHTC and HOME assisted units.	*330
Public Housing		127
Total:		953

## Homeless Strategic Plan (91.215 (c))

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

**Strategy for Addressing Homelessness:** Avondale's strategy for addressing homelessness includes the following continuum of services: 1) emergency services; 2) life enhancement services.

**Goal 5: Support organizations that assist the City's special needs population.**

Strategy 5.1: Support local and regional agencies that provide shelter, housing and support services homeless and those close to becoming homeless

Strategy 5.2: Operate programs that assist low-income and special needs populations in Avondale.

Strategy 5.3: Operate programs to provide education, job training and recreational activities for youth.

Strategy 5.4: Operate programs to provide education, job training and recreational activities for youth.

### **Institutional Structure:**

The Avondale CAP Office and Care 1<sup>st</sup> Avondale Resource & Housing Center combine to provide service points through which citizens can receive a complete continuum of services for homeless prevention and homeless mitigation. The Neighborhood and Family Services Department (NFSD) operates a Community Action Program (CAP Office) at the Avondale Community Center in Old Town Avondale which provides emergency utility and rental payments to eligible households who are at-risk of eviction and homelessness. The CAP Office is staffed by city employees and services are funded primarily by Maricopa County Human Services Department. The CAP Office also provides referrals (documents which can be redeemed for food and clothing) to the Old Town Agua Fria Food and Clothing Bank (two blocks away). This program is available to residents of Avondale, Goodyear and Litchfield Park. The majority of funds have been allocated to residents of Avondale. The CAP Office houses the Housing Rehabilitation program from which low-income homeowners can receive assistance with emergency home repair and substantial rehabilitation. The NFSD operates the Care 1<sup>st</sup> Resource and Housing Center (Resource Center), located in Old Town Avondale, which provides office and meeting space for 25 or more social service organizations to deliver services to Avondale. The Resource Center is staffed by City employees and employees of Care First Health Plans Inc. The type of services offered are generally non-emergency life enhancement services which can prevent catastrophic life events that can lead to homelessness

Both offices are staffed by city employees and operated by the City of Avondale. Agencies providing services through these venues are listed in the Homeless Inventory Section of this narrative.

**Discharge Coordination Policy.** Not applicable

### **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

**N/A to the City of Avondale** The City of Avondale does not receive any Emergency Shelter Grants funding through the state.

## COMMUNITY DEVELOPMENT

### Community Development (91.215 (e))

\*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

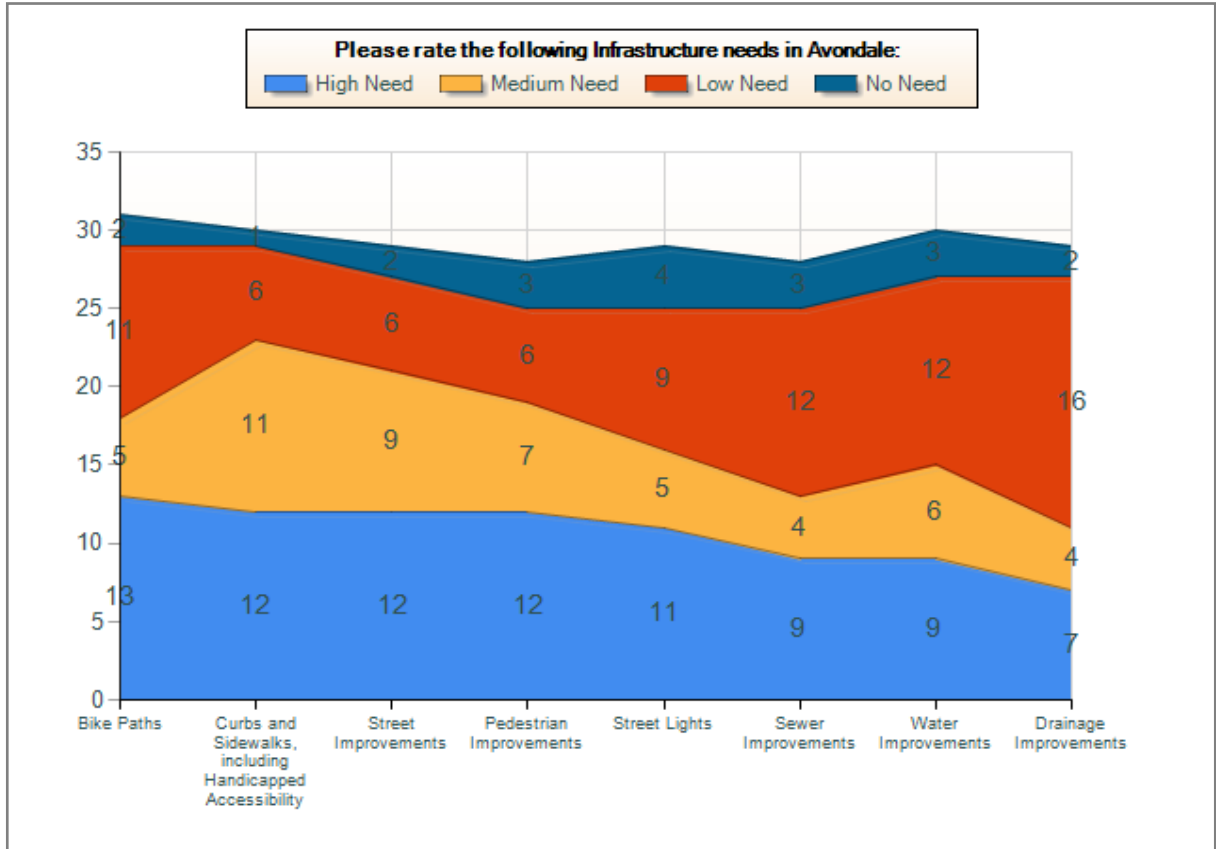
3-5 Year Strategic Plan Community Development response:

**Priority Non-Housing Community Development Needs:** The City's priority Community Development needs are listed in the Community Development Needs table in Appendix B. Community development needs were assigned a priority based the following criteria: 1) current availability of facilities or infrastructure; 2) Web-based community survey (156 responses); and 3) comments received during public meetings.

The results of the web based community survey are provided below.

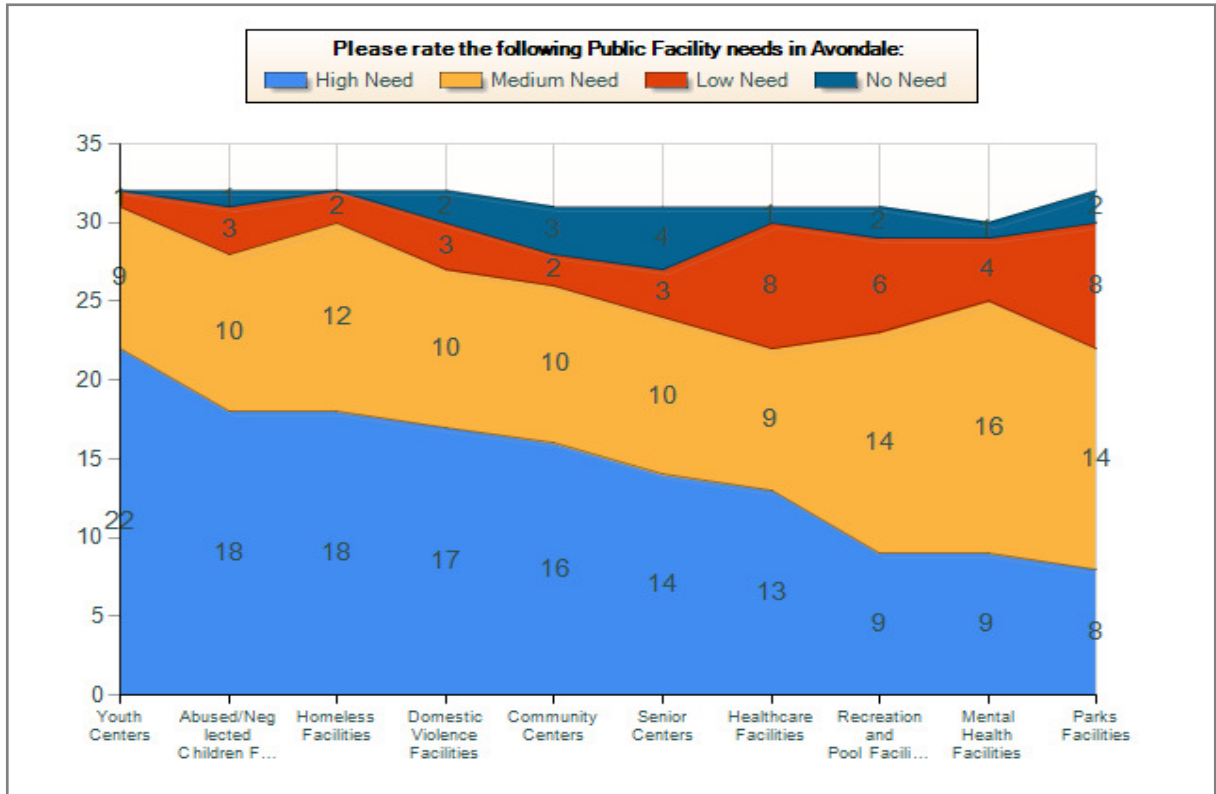
## Infrastructure Needs

Survey respondents listed a high need for curbs, gutters, sidewalks, street improvements, pedestrian improvements and street lights. Improvements for drainage, water and sewer were cited as low priorities.



## **Pubic Facility Needs**

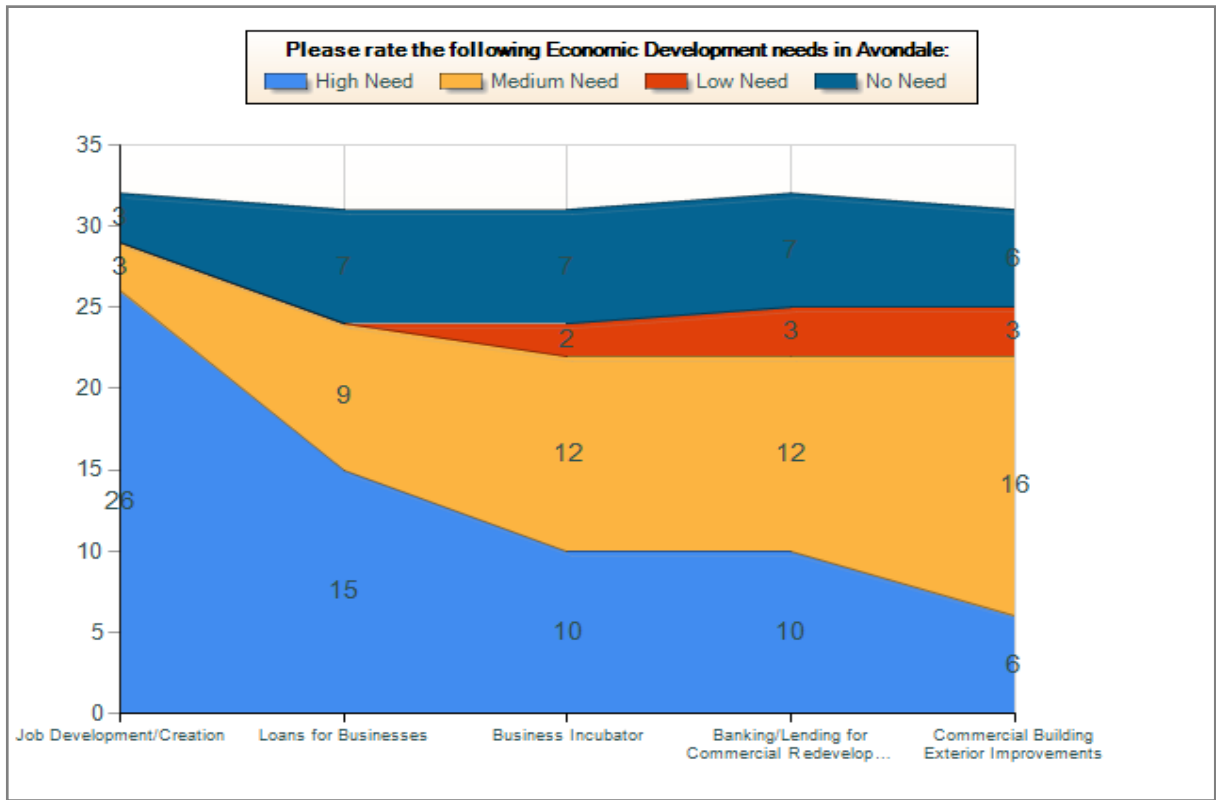
Survey respondents listed a high need for facilities that provide services to youth, abused children, homeless, victims of domestic violence and the community at large. A medium need was cited for senior centers, healthcare facilities, recreation centers, mental health facilities and parks facilities.





## **Economic Development Needs**

Survey respondents cited a high need for job development/creation, loans for businesses and medium need for lending for commercial redevelopment and exterior building improvements.



## **Obstacles to Meeting Underserved Needs**

**Obstacles to meeting needs:** Obstacles to meeting underserved needs are as follows: 1) insufficient funding; 2) high cost of construction; 3) target population service needs exceed the collective capacity of city and non-profit organizations.

## **Community Development Objectives**

**Goal 6: Improve public infrastructure and economic conditions in low-income, economically-challenged neighborhoods.**

Strategy 6.1: Improve streets, sidewalks, lighting, water, sewer and drainage infrastructure in low- to moderate-income Block Groups.

Strategy 6.2: Construct and rehabilitate community facilities and parks as necessary to meet the educational, recreational and social needs of low income and special needs citizens.

Strategy 6.3: Assist businesses in low income neighborhoods with improving their buildings and business plans.

Strategy 6.4: Support new and existing businesses to promote job creation and retention.

## Antipoverty Strategy (91.215 (h))

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

Avondale offers, sponsors or supports the following programs which prevent and alleviate poverty.

Anti-Poverty Services	
Contributions Assistance Program	City Grants for Health and Human Services Organizations
Community Action Program	Emergency Utility and Rent Assistance
Care 1 <sup>st</sup> Avondale Resource & Housing Center	See all Activities below
Rio Salado College	English as a Second Language Classes, GED
Arizonans for the Protections of Sexually Exploited Children and Adults (APECA)	Counseling, Education
Teen Outreach and Pregnancy Services (TOPS)	Counseling, Education
The Avondale Young Families Program	Pregnancy and parenting services
Maricopa County Workforce Connections	Deliver employment and training services
Jewish Family and Children Services (JFCS)	Behavioral counseling
Turn A New Leaf	Behavioral counseling to children and parenting classes
Association for Supportive Child Care	Curriculum of holistic child development.
DUET (formerly Beatitudes Center Doar)	Services for Aging
The Civitan Foundation	Respite care and fun for developmentally disabled children and adults.
Community Legal Services	Free legal assistance
SPARK	A parenting support group aimed at helping parents of at-risk youth
New Life	A domestic abuse support group
Housing Our Communities (HOC)	Homebuyer Assistance
Arizona Priority Education and Counseling.	Monthly court-ordered parenting classes in Spanish and English

Southwest Valley Literacy	Literacy for adults
Alzheimer's Association.	Alzheimer support services
The Avondale Family Education and Resource Program	Support for parents with children ages birth to five
Valle del Sol	Homelessness Prevention and Rapid Re-housing

**Goal 5: Support organizations that assist the City's special needs population.**

Strategy 5.1: Support local and regional agencies that provide shelter, housing and support services homeless and those close to becoming homeless

Strategy 5.2: Operate programs that assist low-income and special needs populations in Avondale.

Strategy 5.3: Operate programs to provide education, job training and recreational activities for youth.

Strategy 5.4: Operate the Community Action Program and other programs that prevent homelessness.

Strategy 5.5: Provide funding for the Contributions Assistance Program

**Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

**N/A to the City of Avondale**

## NON-HOMELESS SPECIAL NEEDS

**Specific Special Needs Objectives (91.215)**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

The City's specific strategy to address special needs populations is as follows:

**Goal 5: Support organizations that assist the City's special needs population.**

Strategy 5.1: Support local and regional agencies that provide shelter, housing and support services homeless and those close to becoming homeless

Strategy 5.2: Operate programs that assist low-income and special needs populations in Avondale.

Strategy 5.3: Operate programs to provide education, job training and recreational activities for youth.

Strategy 5.4: Operate the Community Action Program and other programs that prevent homelessness.

Strategy 5.5: Provide funding for the Contributions Assistance Program

**Resources Expected to be Available**

- CDBG: Public Services
- Community Action Program: Emergency Rent and Utility Assistance
- Contributions Assistance Program: Funding for Health and Human Service Organizations

**Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

**Priority Non-Homeless Special Needs Populations and Basis for Assigning Priority**

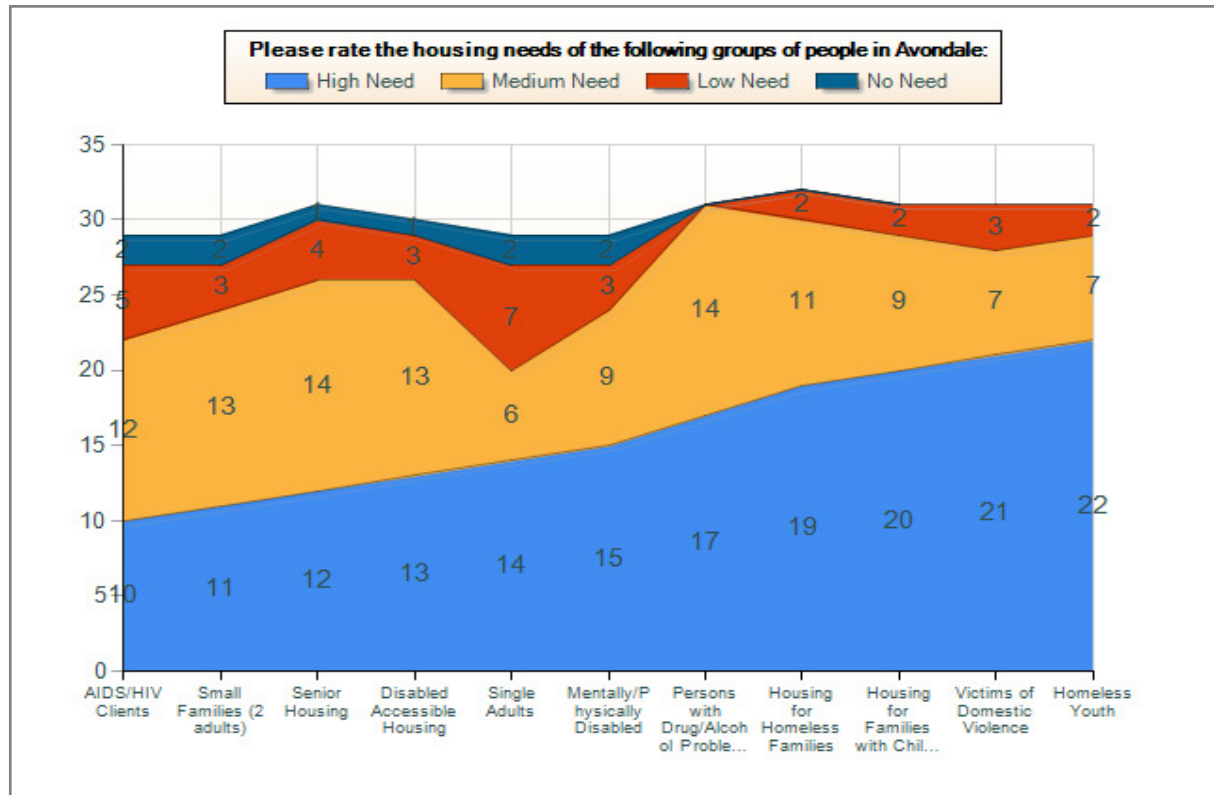
The City's priority Community Development needs are listed in the Non-Homeless Special Needs Table 1B in Appendix B. Non-Homeless Special Needs were assigned a priority based on the following criteria: 1) current availability of services; 2) Web-based community survey (156 responses); and 3) comments received during public meetings.

The supportive housing needs of Avondale's non-homeless special needs are estimated below.

<b>Non-Homeless Special Needs with Supportive Housing Needs</b>	
Special Need Category	Number of persons with housing needs
Elderly	805
Frail Elderly	630
Persons with Severe Mental Illness	1844
Developmentally Disabled	400
Physically Disabled	534
HIV / AIDS	34
Source: 2000 CHAS Data	

## Priority Housing and Supportive Service Needs

Non-homeless populations identified by Avondale citizens (through survey responses) as having priority housing and supportive housing needs are victims of domestic violence, families with children, persons with drug and alcohol addiction and the mentally/physically disabled as indicated in the chart below.



## Obstacles to Meeting Underserved Needs

**Obstacles to meeting needs:** Obstacles to meeting underserved needs are as follows: 1) insufficient funding; 2) high cost of services for special needs populations; 3) target population service needs exceed the collective capacity of city and non-profit organizations.

The following strategies listed as part of the Specific Housing Objectives section of this document address the City's approach to meeting the needs of non-homeless special needs populations.

### Goal 5: Support organizations that assist the City's special needs population.

Strategy 5.1: Support local and regional agencies that provide shelter, housing and support services homeless and those close to becoming homeless

Strategy 5.2: Operate programs that assist low-income and special needs populations in Avondale.

Strategy 5.3: Operate programs to provide education, job training and recreational activities for youth.

Strategy 5.4: Operate the Community Action Program and other programs that prevent homelessness.

Strategy 5.5: Provide funding for the Contributions Assistance Program

## **Housing Opportunities for People with AIDS (HOPWA)**

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.

6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

**N/A to the City of Avondale**

### **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

**N/A to the City of Avondale**

### OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.



## **Agencies Contacted or Consulted in the Consolidated Planning Process**

### **Women's Health Coalition**

Promotora program, health care, community partners, HealthE applications: food stamps, AHCCCS, cash assistance  
By appointment at Resource Center Monday - Friday  
Lonnie Rubio Jones, Director  
1402 South 7th Avenue  
Phoenix, AZ 85007  
602-320-9088  
wchavondale@aol.com

### **Jewish Family and Children's Service (JFCS)**

Behavioral Health and Social Services to children and families  
Counseling at Resource Center  
John Hohl, Catalina Clinic Director  
3306 West Catalina Drive  
Phoenix, AZ 85017  
602-353-0703  
john.hohl@jfcсарizona.com

### **Civitan Foundation**

Services for developmentally disabled  
Buddy Night Out and intakes at Resource Center  
Noreen Crane, Program Coordinator  
3509 East Shea Blvd., Ste 117  
Phoenix, AZ 85028  
602-953-2944  
ncrane@campcivitan.org

### **Southwest Valley Literacy**

English and literacy tutoring daily at Resource Center  
400 South Old Litchfield Road  
Litchfield Park, AZ 85340  
Robin Taylor  
623-695-4321  
office@swvalleyliteracy.org

### **DUET (formerly Beatitudes Open DOAR)**

Services for seniors and their families  
Services for homebound adults, grandparents raising grandchildren  
Monthly Grandparent Support Group at Resource Center  
3rd Tuesday 5:00 pm  
Patricia Dominguez, Director Project Grandcare  
555 West Glendale Avenue  
Phoenix, AZ 85021  
Phone (602) 274-5022  
Fax (602) 274-6793  
dominguez@centerdoar.org

**Southwest Valley Literacy**

**English and literacy tutoring daily at Resource Center**

400 South Old Litchfield Road

Litchfield Park, AZ 85340

Robin Taylor

623-695-4321

office@swvalleyliteracy.org

**Teen Outreach Pregnancy Services (TOPS)**

Health education and referral to teens who are pregnant (11-21)

Wednesday classes and intakes at Resource Center

39 North Tucson Blvd.

Tucson, AZ 85716

Kelli Cordova, Operations Director

602-803-4309

kelli@teenoutreachaz.org

**Maricopa Workforce Connections**

Employment Services and Career Readiness

Representative at Resource Center on Fridays

By appointment and walk ins

West Valley Career Center

1840 North 95th Avenue, Suite 160

Phoenix, AZ 85037

Kevin Berry, Center Coordinator

602-372-4201

berryk@mail.maricopa.gov

**A New Leaf**

Behavioral Health Services for Children and Families

Counseling, parenting groups and anger management group

Intake and referral at Resource Center

8802 North 61st Avenue

Glendale, Arizona 85203

Linda Corbett-Melinak, Clinical Coordinator

623-934-1991

lcorbett-malinak@turnanewleaf.org

**Association for Supportive Childcare**

Support for Child Care Providers, Injury Prevention Program

Kith and Kin classes on Tuesdays and Thursdays at Resource Center

3910 South Rural Road, Suite E

Tempe, Arizona 85282

Mayra Flores

480-829-0500, ext 126

mflores@asccaz.org

**PPEP**

**Farmworker JOBS Program**, West Valley Career Center

Guadalupe Sosa, Job Developer

1840 N 95th Avenue

Suite 160

Phoenix AZ 85037

602-372-4234 - gsosa@ppep.org

**Communities in Schools**

Helping Children Stay in School  
6633 North Black Canyon Highway, 3rd Floor  
Phoenix, Arizona 85015  
Felipa Lerma, Site Resource Coordinator  
Michael Anderson Elementary School  
623-772-5102  
flerma@avondale.k12.az.us

**Community Legal Services**

Legal Aid Services  
Applications for Legal Aid taken at Resource Center  
305 South 2nd Avenue  
Phoenix, AZ 85003  
Louise Mullvain  
602- 258-3434  
lmullvain@clsaz.org

**Arizonans for the Protection of Exploited Children and Adults (APECA)**

Offering support and counseling for abused children and adults  
Janet Olson, Executive Director  
14175 W Indian School Road, Suite B4 #184  
Goodyear, AZ 85395  
jolson@protectchild.org

**Valle Del Sol**

Homeless Rapid Re-housing Program  
Fridays at the Resource Center  
3807 N 7th St  
Phoenix, AZ 85014-5005  
(602) 274-1731  
Madeleine Maya  
madeleinem@valledelsol.com

**Agua Fria Food Bank**

405 Harrison Drive  
Avondale, AZ 85323  
Food boxes, clothing

**All Faith Community Outreach**

100 N. Central Ave  
Avondale, AZ 85323

**ALTCS**

700 E. Jefferson Street  
Phoenix, AZ 85034

**Alzheimer's Association**

1028 E. McDowell Road  
Phoenix, AZ 85006

**American Red Cross**

6135 N. Black Canyon Highway  
Phoenix, AZ 85015

**Anytown Arizona**

99 E. Virginia Avenue, Suite 150  
Phoenix, AZ 85004  
Summer youth camp

**APS – Energy Support Program**

190 N. Litchfield Rd  
Goodyear, AZ 85338

**Area Agency on Aging**

1366 E. Thomas Road # 108  
Phoenix, AZ 85014

**Arizona Call A Teen - ACYR**

649 N. 6th Avenue  
Phoenix, Arizona 85003  
Youth Employment Training,

**Arizona Center for the Blind and Visually Impaired**

3100 E. Roosevelt  
Phoenix, AZ 85008

**Arizona Coalition Against Domestic Violence**

602-279-2900  
301 E. Bethany Home Road, Suite C194  
Phoenix, AZ 85012

**Arizona Coalition on Adolescent Pregnancy and Parenting**

602-265-4337  
6025 N. 16<sup>th</sup> Place  
Phoenix, AZ 85016

**Arizona Community Action Association**

2700 N. 3<sup>rd</sup> Street, Suite 3040  
Phoenix, AZ 85004

**Arizona Council of the Blind**

602- 273-1510  
3124 E. Roosevelt St., Ste. 4

**Arizona Children's Association – Nuestra Familia**

9401 W. Garfield Road  
Tolleson, AZ 85353

**Arizona Department of Economic Security (D.E.S.)**

290 E. La Canada  
Avondale, AZ 85323

**Arizona for the Protection of Exploited Children and Adults**

14175 W. Indian School Road, B4  
Goodyear, AZ 85338

**Arizona Women's Education and Employment – A.W.E.E.  
Northwest Phoenix Office**

9770 W. Peoria Ave.  
Peoria, AZ 85345

**Association for Supportive Child Care**

3910 S. Rural Road, Suite E  
Tempe, AZ 85282

**Avondale Adult Day Health Services**

750 South Fourth Street  
Avondale AZ 85323

**Avondale Family Health**

950 E. Van Buren  
Avondale, AZ 85323

**Beatitudes Center DOAR**

555 West Glendale Ave  
Phoenix, AZ 85021

**Big Brothers Big Sisters of Central Arizona**

1010 E. McDowell Road # 400  
Phoenix, AZ 85006  
Community Based mentoring program

**Boys & Girls Club - Tri-City West/Thornwood Branch**

301 E Western Avenue  
Avondale, AZ 85323-2347

**Buckeye CAP**

201 East Centre  
Buckeye, AZ 85326

**Calvary Center**

720 E. Montebello Ave.  
Phoenix, AZ 85014

**Catholic Social Services - West Valley Regional Service Center**

7400 West Olive, #10  
Peoria, AZ 85345

**Center Against Sexual Assault – CASA**

77 E. Thomas Road, Suite #112  
Phoenix, Arizona 85012

**Central Arizona Shelter Services – C.A.S.S.**

230 S. 12<sup>th</sup> Ave  
Phoenix, AZ 85007

**Centro Adelante Campesino**

2626 S. 85<sup>th</sup> Drive  
Tolleson, AZ 85353

**Chicanos Por La Causa**

1112 E. Buckeye Road  
Phoenix, AZ 85034

**Child & Family Resources, Inc.,**

700 W. Campbell #3  
Phoenix, AZ 85013

**ChildHelp U.S.A.**

2346 N. Central Ave  
Phoenix, AZ 85004

**Child Protective Services**

24 hour Arizona Child Abuse Hotline 1-888-767-2445

**Christian Family Care Center**

3603 North 7th Avenue  
Phoenix AZ 85013

**Chrysalis for Victims Inc**

1010 E. McDowell Road # 301  
Phoenix, AZ 85006

**Clinica Adelante – Buckeye Family Care Center**

306 E. Monroe  
Phoenix, AZ

**Community Information and Referral**

602-263-8856 from anywhere  
Or on line [www.cirs.org](http://www.cirs.org)

**Community Legal Services**

305 S. 2<sup>nd</sup> Ave  
Phoenix, AZ 85036

**Community Services of Arizona**

650 N. Arizona Avenue  
Chandler, AZ 85225

**CONTACS – Community Network for Accessing Shelter**

Hotline- 602-263-8900  
Toll free – 1-800-799-7739

**Crossroads for Men**

7523 N. 35th Ave  
Phoenix, AZ 85051

**Crossroads for Women (Midtown for Women)**

3702 N. 13th Ave  
Phoenix, AZ 85013

**Disabled American Veterans**

VAMC Outpatient Bldg  
Basement Floor

**Disable American Veterans National Service Office**

VA Regional Office  
3333 North Central Ave, Suite 1053  
Phoenix, AZ 85012

**Ebony House Inc.**

6222 S. 13<sup>th</sup> Street  
Phoenix, AZ

**EMPACT**

1232 E. Broadway Road, Ste. 120  
Tempe, AZ 85282

**Estrella Mountain Community College**

3000 N. Dysart Road  
Avondale, AZ 8532

**Estrella Mountain Community College – Southwest Skill Center**

3000 North Dysart Road  
Avondale, AZ 85323

**Family Involvement Center**

1430 E. Indian School Road, Suite 110  
Phoenix, AZ 85014

**Family Service Agency**

1530 E. Flower Street  
Phoenix, AZ 85014

**Florence Crittenton**

715 West Mariposa  
Phoenix, AZ 85013

**Foundation for Burns & Trauma**

111 W. Monroe Street, Suite 1512  
Phoenix, AZ 85001

**Foundation for Senior Living**

1201 E. Thomas Rd.  
Phoenix, AZ 85014

**FSL Home Improvements Inc.**

3051 S. 45<sup>th</sup> St.  
Phoenix, AZ 85040

**Friendly House**

802 S. 1<sup>st</sup> Ave  
Phoenix, AZ 85030

**Gomper Inc.**

6601 North 27th Avenue  
Phoenix, AZ 85017

**Health Care for the Homeless**

**Maricopa County Department of Public Health**

220 S. 12<sup>th</sup> Ave  
Phoenix, AZ

**Home Based Youth Services**

931 E. Devonshire  
Phoenix, AZ 85014

**Hospice of the Valley**

1510 E. Flower Street  
Phoenix, AZ 85014

**Jewell McFarland Lewis Fresh Start Women's Resource Center**

1130 E. McDowell Road  
Phoenix, AZ 85006

**Jewish Family and Children's Service**

4220 N. 20<sup>th</sup> Ave  
Phoenix, AZ 85015

**Justice Services**

501 W. Van Buren, Suite W  
Phoenix, Arizona 85013

**KidsCare**

920 E. Madison, MD 500  
Phoenix, AZ 85034

**Labor Community Services**

5818 N. 7<sup>th</sup> Street, Suite 100  
Phoenix, AZ 85808

**Lawyer Referral Service**

303 E. Palm Ln.  
Phoenix, AZ 85004

**Lutheran Social Ministry of the Southwest**

7205 N. 51<sup>st</sup> Ave  
Glendale, AZ 85301

**Maggie's Place**

PO Box 1102  
Phoenix, AZ 85001



**Maricopa County Public Health Dept.'s Parent Support Center**

4041 N. Central Ave, Suite 1400  
Phoenix, AZ 85012

**Maricopa County (Housing Authority of)**

2024 N. 7<sup>th</sup> St.  
Phoenix, AZ 85006

**Maricopa Integrated Health System**

2601 East Roosevelt Street  
Phoenix, AZ 85008

**Maricopa Workforce Development**

9770 W. Peoria Ave  
Peoria, AZ 85345

**Mentally Ill Kids in Distress - MIKID**

755 E. Willetta #128  
Phoenix, AZ 85006

**Mercy Connection**

13981 W. Woodbridge Ave  
Goodyear, AZ 85338

**Mercy Housing**

401 W Baseline Road Suite 105  
Tempe, AZ 523

**Miss Foundation**

PO Box 5333  
Peoria, AZ 85385

**Mountain Park Health Center – Tolleson Clinic**

9169 W. Van Buren  
Tolleson, AZ 85353

**National Council on Alcoholism & Drug Dependence**

4201 N.16<sup>th</sup> Street, Suite 140  
Phoenix, AZ 85016

**National Indian Council on Aging Inc –  
Senior Community Service Employment Program**

2101 E. Broadway Road, Suite 32  
Tempe, AZ 85282

**Native American Connections**

4520 N. Central Ave, Suite 600  
Phoenix, AZ 85012

**Neighborhood Housing Services of Southwestern Maricopa County Inc.**

23 South Central  
Avondale, AZ 85323

**New Life Center**

P.O. Box 5005  
Goodyear, AZ 85338

**New Song Center – West Valley Location**

The Campus of Faith United Methodist Church  
8640 North 19th Avenue  
Phoenix, AZ 85021

**Nuestra Familia – a program of Arizona Children’s Association**

9401 W. Garfield Road  
Tolleson, AZ 85353

**Parc Place**

2190 North Grace Blvd.  
Chandler, Arizona 85224

**Parent Assistance Hotline**

602-452-3580  
800-732-8193

**Planned Parenthood**

140 N. Litchfield Rd, Ste 100  
Goodyear, AZ 85338

**Prehab of Arizona**

868 E. University  
Mesa, AZ 85203

**Project PPEP - Maricopa County**

1412 N. Central Avenue  
Avondale, Arizona 85323

**Raising Special Kids**

2400 N. Central Ave., Suite #200  
Phoenix, AZ 85004-1313

**Save the Family**

450 W. 4th Place  
Mesa, AZ 85201

**St. John Vianney**

539 E. La Pasada  
Goodyear, AZ 85338

**St. Mary’s Food Bank – Glendale**

5605 N. 55th Ave  
Glendale, AZ

**St. Thomas Aquinas**

13720 W. Thomas Rd  
Avondale, AZ 85323

**St. Vincent de Paul**

420 W. Watkins Road  
Phoenix, AZ

**Salvation Army**

11 N. 3<sup>rd</sup> Ave  
Avondale, AZ 85322

**Southwest Human Development**

2850 North 24th Street  
Phoenix, AZ 85008

**Southwest Lending Closet**

113 E. Western Ave  
Avondale, AZ 85323

**Tumbleweed**

1419 N. 3rd St. #102  
Phoenix, Arizona 85004

**Valle Del Sol**

4117 N. 17<sup>th</sup> Street  
Phoenix, AZ 85016

**Value Options**

444 North 44th Street, Suite 400  
Phoenix, AZ, 85008